



# Recruiter

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SSG Troy Gibson,  
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meets with his  
prospect Terry Badgett  
of Louisville, Ky.  
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Walt Kloeppel)



# Celebrating Patriot Season

*Since its birth on 14 Jun 1775 — over a year before the Declaration of Independence — the United States Army has played a vital role in the growth and development of our nation. Soldiers have fought 10 wars, from the American Revolution through the Cold War, the Gulf War, to the current War on Terrorism. This 228th Birthday is a recognition of The Army's history, traditions, and service to the Nation. The Army — At War and Transforming.*

The birthday logo for the 2003 Army Birthday celebration, "The Army — At War and Transforming" recognizes the Army's efforts to embrace change and transform into a force that is strategically responsive and dominant in the full spectrum of operations. The United States Army Recruiting Command is transforming as the Army transforms to ensure our methods remain relevant and result in finding and attracting the right individual to serve as the centerpiece of Army transformation.

America's Army has shown during Operations Enduring Freedom and Iraqi Freedom that it is a key component of the United States military joint team and a formidable land component of the coalition team, capable of any mission that is assigned. Soldiers, the young men and women we have recruited, demonstrate America's resolve in the face of tyranny. That's the way it has been for 228 years.

On June 14th, we celebrate two anniversaries that are so connected in relevance to our Nation's history that many regard them as one: the Army Birthday and Flag Day.

Over the coming weeks and months, we will see the homecomings, the parades, and the joyous reunions as our military forces return to their installations, their families, and a welcoming American public. The images of citizens waving American flags to greet returning Soldiers, sailors, airmen, and Marines will be a reminder of the linkage between the military and the Nation.



MG Michael D. Rochelle

We often discuss the need to reconnect the Army with America. But we are only one half of the equation; the other half is, of course, the American public. The past few weeks have proven that the connection between America and its Army is growing stronger. Americans have shown their pride in the accomplishments of our military, and they have shared in the sorrow and loss when brave men and women made the supreme sacrifice for the preservation of liberty and the security of the Nation.

Soldiers serving for the past 228 years have protected the Nation and its flag, and all the liberties that the flag represents. As our advertisement so proudly states, "Every generation has its heroes." So true! This generation has proven to America that the future of the Army and the Nation is in good hands.

Armed Forces Day, the third Saturday in May, began what has come to be referred to as "Patriot Season." Everyone in the command must take advantage of this time in America's history by engaging communities all across the Nation during Patriot Season, which runs through the Fourth of July. You have received the Patriot Season OPORD, which outlines the national schedule of events and provides guidelines for planning your own regional and local events. Be visible in your communities. If you're on a military installation, participate in ceremonies or other official observances. If you're not, provide your leadership and support to celebrations in your local and regional communities. Partner with the American Legion and other veterans organizations.

This June 14th, take a moment to think about what the Flag and the Army mean. Celebrate the day; be proud to be an American. The history of our Army is the history of America.

# Solitude Refreshes the Spirit

We humans are undeniably social creatures. We love the sounds of greetings, of conversations, of laughter among friends. In short, we respond intuitively to the music of other people. Certainly, most of us would agree that time spent in the company of our fellow beings is one of life's richest and most satisfying blessings.

To desire society is perfectly natural, but there are those inevitable times in life when we find ourselves alone. One woman recalls how she felt when her youngest child finally left for college. For years she had looked forward to coming home from work and finding things as neat and orderly as she had left them. Imagine her surprise, therefore, when she actually found herself missing books and sweaters dropped casually in the entryway, as well as the ever-present peanut butter jar and loaf of bread left out on the kitchen counter. She missed, in fact, all the little signs that say, "children live here." Before long, she found herself dreading the time she spent alone in the house before her husband arrived home from work later in the evening.

At last, she shared her feelings with an older woman in the neighborhood who had been a widow for many years. This wonderfully wise individual advised the mother to take a new look at time spent in one's own company, to view it as an opportunity to pursue those activities best suited to solitude. Such things as reading a book, taking a walk on a cold March day, practicing a piece of music, or anything that refreshes the spirit and restores the soul.

James Russell Lowell observed that "solitude is as needful to the imagination as society is wholesome for



Chaplain (LTC) Jim Stephen

**Solitude is as needful to the imagination as society is wholesome for the character.**

—James Russell Lowell

the character." Small wonder, then, that throughout the ages artists of every kind have sought out and embraced time alone to paint sunflowers or compose requiems or spin sonnets.

Prophets, too, have recognized the value of solitude on mountaintops or in desert places as they have waited to sense the Almighty in the flames of a burning bush.

We may not use time alone for such lofty purposes. But it is there for us to use — a sort of haven where we can remember who we really are and which things matter most to us.

Please send your comments to [James.Stephen@usarec.army.mil](mailto:James.Stephen@usarec.army.mil)

# Meet the New CSM

*Story and Photo by Walt Kloeppel, RJ Associate Editor*

Command Sergeant Major Harold Blount assumed responsibility as the new USAREC CSM during a change of responsibility ceremony May 9 at HQ USAREC.

CSM Blount has served with distinction in several duty positions within the Recruiting Command: field recruiter, on production station commander, limited production station commander, recruiter trainer, instructor at the Recruiting and Retention School (Instructor of the Year in 1989) and first sergeant (USAREC First Sergeant of the Year FY 92 and FY 93), command sergeant major of the Columbus Recruiting Battalion, Columbus, Ohio, and command sergeant major of the New York City Recruiting Battalion, New York, N.Y.

He served as the Recruiting and Retention School Command Sergeant Major from Aug. 1999 to Aug. 2001 and 5th Recruiting Brigade Command Sergeant Major since Sept. 2001.

Blount brings a wealth of expertise and experience to HQ USAREC.

"He has been fired in the furnace of leadership, he has been honed on the press of training, and his moral fiber and ethics are above reproach. He is ready, he is more than ready," said Commanding General Michael D. Rochelle.

"I am humbled and honored to be selected as the Command Sergeant Major of the United States Army Recruiting Command. Following in the footsteps of the previous command sergeants major such as Command Sergeant Major White, Command Sergeant Major Hickle, Command Sergeant Major Brooks, and Command Sergeant Major Leturno, I hope that my contribution will add to the body of knowledge and professionalism of this great organization," said Blount.

Blount was born in Bradley, Ga. and his wife, Betty, is from Forsyth, Ga. He holds an Associate of General Science degree from Georgia Military College, Milledgeville, Ga., and a Bachelor of Science degree (cum laude) from Excelsior College, Albany, N.Y.

**"I hope that my contribution will add to the body of knowledge and professionalism of this great organization."**

— CSM Harold Blount



CSM Harold Blount (left) receives the USAREC colors from MG Michael Rochelle during the change of responsibility ceremony May 9. (Photo by Walt Kloeppel, RJ)



## A Recruiter Writes:

Coming into AMEDD recruiting in March 2002, I was a little surprised to discover that officers worked as recruiters doing the exact same job that I do. As I learned, they not only do what I do, but they also interview each applicant for the station and write up a detailed evaluation. Then they have the added responsibility of giving the Oath of Office to each applicant, sometimes traveling great distances to do this.

I was feeling a little guilty standing at the ATC, as all recruiter ring and medallion winners do, knowing that the fine recruiter officers in the room don't have a chance to earn their first gold star.

My suggestion is that, in the light of fairness recruiting officers should be included in the Recruiter Incentive Program and brought up-to-date on awards they would have won based on previous production.

## The Chief of Staff Responds:

Thank you for your recent input to the "The Way I See It" Program regarding incentive awards for AMEDD recruiting officers.

While it is true that our AMEDD officers devote much of their time to the recruiting effort, the incentive program is intended to recognize the efforts of the enlisted recruiters. In most cases, officers are only on tour as an AMEDD recruiter for two years; enlisted recruiters in AMEDD are normally career recruiters and have more time to earn awards. Our AMEDD officers are allowed to permanently wear the basic recruiter badge after their tour with USAREC is concluded, provided they meet regulatory criteria. We also recognize our AMEDD officers with quarterly and yearly awards for the outstanding job that they do.

Since AMEDD recruiting officers are not with USAREC long enough to earn the entire array of awards, it is not practical for them to participate in the incentive program.

Once again, thank you for responding to the "The Way I See It" Program. Thank you also for your dedication, hard work and appreciation for your team members. For further information contact MSG Michael Brown at 1-800-223-3735, extension 6-1873; DSN 536-1873; Commercial (502) 626-1873; or e-mail at [michael.brown@usarec.army.mil](mailto:michael.brown@usarec.army.mil)

## A Recruiter Writes:

I am asked frequently about the FLRI program. Why is this program just for Hispanics? Is there a chance that we can have this program for all ethnic backgrounds?

## The Chief of Staff Responds:

Thank you for your comments to the "The Way I See It" Program. Your question on possible expansion of the Foreign Language Recruiting Initiative (FLRI) is a good one.

The FLRI is a pilot program that was implemented to expand our recruiting market and improve recruiting results by identifying qualified applicants whose primary language is not English. The pilot initially focused on Hispanics. Upon completion of the two-year test and analysis of the program, the possibility for expansion exists.

Your applicants still have the opportunity to enlist under the U.S. Army English Comprehension Enlistment Option (Option 6). This enlistment option allows them to enlist and attend English as Second Language (ESL) training at Lackland Air Force Base, Texas. Upon successful completion of ESL training and receiving a passing score on the English Comprehension Language Test, soldiers are readministered the Armed Services Vocational Aptitude Battery Test and awarded a Military Occupational Specialty based on their new scores.

Once again, thank you for responding to the "TWISI" Program. Please continue to let us know how we can better support you and your fellow recruiters. For further information contact Michael Pagel at 1-800-223-3735, extension 6-0460; DSN 536-0460; Commercial (502) 626-0460; or e-mail [Michael.Pagel2@usarec.army.mil](mailto:Michael.Pagel2@usarec.army.mil).

**TWISI letters can be sent e-mail to [TWISI@usarec.army.mil](mailto:TWISI@usarec.army.mil). Written comments may be mailed to ATTN RCCS CHIEF OF STAFF, COMMANDER, US ARMY RECRUITING COMMAND, 1307 3RD AVE, FORT KNOX KY 40121-2726**

# Army Logo is Now a Registered Trademark®

By Suzanne Nagel, Strategic Outreach Directorate, U.S. Army Accessions Command

**W**hat do Coca-Cola, Disney, and the U.S. Army have in common? All three have registered trademarks with the U.S. Patent and Trademark Office.

The U.S. Army star patch logo, adopted in 2001, was granted its trademark on April 8, while the "An Army of One" slogan became a recognized trademark last year. It's part of an Army-wide effort to register all of its symbols, including unit insignia.

COL William Gardiner, trademark counsel for U.S. Army Legal Services, said registering the Army logo and slogan gives the Army an edge in controlling the Army symbols, limiting who uses them and how they are used.

"The trademark act gives us the opportunity to control our own destiny," Gardiner said. "We can make sure the trademarks reflect positively on the Army and those who serve in the Army."

Companies such as Disney and Coca-Cola have a long history of registering their trademarks. Gardiner said it makes sense for the Army to register its symbols, too. "We are behind the curve, but really ahead of the other services and other government agencies," he said.

The registration process can take years, depending on whether anyone objects to the marks. Though they were filed at the same time, the slogan eased through the process, while the Army star logo took nearly a year longer to clear.

But the wait was worth it, Tim Goblirsch, a business law attorney based at the U.S. Army Recruiting Command, said. The registration process helps the symbols gain acceptance and awareness. "The trademark provides credibility — a level of comfort that we own it, and it is to be used only for the purpose that we permit," he said.

Though everyone within the Army is encouraged to use the logo and slogan, some may have to rethink how they are currently interpreting the symbols. They won't be allowed to alter the logo in any way and must be careful not to harm its integrity.

The most frequent mistake people make is omitting the outside black border that becomes invisible when it's used on a black background. Other common mistakes include applying shadowing, positioning the logo under another logo, using colors other than the approved black and gold, and omitting the registration symbol.

"If the trademark is going to be accepted and used widely and become the Army mark, then it's critical that there be no alteration, or changing, or different colors," Goblirsch said.

The U.S. Army Accessions Command's Strategic Outreach

Division has developed a style sheet and guidance for using the logo and slogan. The style guidance and contact information is available via the USAREC Intranet at <http://home.usaac.army.mil/sod>. It's available on the Internet at <http://www.usaac.army.mil/sod>.

All materials found at these Web sites are owned by the United States Army. Unless used for official Army recruiting and awareness purposes, these materials may not be reproduced, copied, or re-used without the express written consent of the Strategic Outreach Division.

The division has been tasked with ensuring no one misuses the registered marks — that includes adapting the symbols to create separate unit insignia. Those who have created materials that aren't within compliance should contact the Strategic Outreach Division trademark experts.

They can also take a simple test: "If the mark creates confusion between the Army mark and the new mark, then we need to work on that so it's clear that the new mark is separate," Goblirsch said. "If we allow a lot of tinkering or changes, that could create confusion and open the door for others to misuse the mark."

The Army star and slogan should include the ® symbol in all instances. "By putting the registration symbol with the mark, it helps avoid public confusion," Gardiner said. "It gives the public notice and tells anyone in the public that if they want to reproduce it, they have to investigate and get permission."

There's a bigger picture to consider, too, Gardiner said. Registering the mark adds to the integrity of the Army. "We have a public symbol and it's important that the public always sees it in its intended manner. If we don't adhere to the standards we set, it can weaken the mark," he said.

"We want to get the Army brand out there to the public so that they can show their pride in the Army and those who serve the military," Gardiner said. "In turn, it will help with recruiting. The higher respect for the Army, the better for recruiting."



For use on light background



For use on black background

# Military Intelligence Augmentative Detachment

By William Henson, USARC, DCS G2, RCI Contractor

**A**rmy recruiters who are working with potential candidates with a high ST score or who speak a foreign language have an additional avenue for enlisting these soldiers in Army Reserve Military Intelligence units by working with the U.S. Army Reserve Command Military Intelligence Augmentative Detachment located at Fort McPherson, Ga.

## What is the MIAD?

The Army Reserve Command, Military Intelligence Augmentation Command, is a direct reporting unit whose mission is to improve and maintain the personnel readiness of the USARC military intelligence units. The MIAD accomplishes its mission by assigning Army Reserve enlisted, warrant, and company grade soldiers that have been awarded MI MOSSs (96, 97, 98 series and 33W enlisted, 350, 351, 352, 353 for warrants and limited MI branch lieutenants and captains) to USARC high priority MI units that have vacancies.

Sources for MIAD soldiers are the soldiers leaving active duty, Individual Ready Reserve soldiers, soldiers from other Reserve units who are displaced by unit reorganizations or inactivation, and Army Reserve soldiers relocating to an area without an Army Reserve MI unit. When the MIAD program began, non-prior service personnel were not accepted, but now the MIAD will accept attachment of NPS if they meet requirements for MI MOSSs, such as a minimum science technique score on the AFVAB as outlined in DA Pamphlet 611-21, ability to obtain a security clearance, U.S. citizenship, and a passing score on the Defense Language Attitude Battery. NPS personnel with specific language skills are actively sought after by the MIAD.

## What does the MIAD mean to USAREC mission?

While the MIAD is located at Fort McPherson, its personnel are located throughout the continental United States. The MIAD program provides an opportunity for USAREC personnel to place high ST score candidates interested in the MI career field with Army Reserve units. Additionally, soldiers attached to the MIAD can belong to units outside the normal commuting distance. Military intelligence personnel are becoming more critical to the total Army mission in the modern world of information operations.

## Additional details

After assignment to the USARC MI unit, the soldiers are attached to the MIAD for pay, personnel, security, and training. MI soldiers are funded to attend a minimum of six three-day trips

in Active Duty for Training status (includes the soldier's transportation and lodging expenses) each fiscal year. These normally occur during the unit's weekend training periods. The full time personnel assigned to the MIAD coordinate this travel and handle other administrative functions for the soldier. The soldier is also required to perform a minimum of 24 Mutual Training Assemblies either at a unit close to his home or through other means such as performing intelligence-related work using the World Basic Information Library.

The MIAD will also fund travel and base pay for the soldier's annual training period (normally two weeks each year) if it's out of the normal commuting distance of the soldier's home. Normal commuting distance is currently defined as 50 miles or 90 minutes driving time. Some Army Reserve MI personnel are selected to perform their AT as Overseas Deployment Training. If selected for this duty, either the soldier's unit or an active component sponsor must fund the travel expenses. Due to limited funding the MIAD does not currently fund schools. School funding must be coordinated with the soldier's unit. A MIAD soldier who later moves within commuting distance of a MI unit will be released from his detachment for reassignment.

## What is MIAD attachment like?

After completing basic and Advanced Individual Training, NPS soldiers attached to the MIAD take part in the full range of military duties as part of their units. Examples of these duties include tactical training during weekend drills and annual training or language proficiency training for language qualified personnel. Annual training could include overseas deployments to support the total Army mission. Key to the MIAD program is the ability for highly qualified MI personnel to live a greater distance from their unit and still be an active member due to the ability to defray travel costs to and from military duty.

## The MIAD will assist recruiter personnel

The MIAD employs two life cycle personnel managers with the mission of improving USARC MI units' readiness by assisting recruiter and retention personnel with assigning personnel to MIAD positions. They have access to databases with all MIAD unit openings and will assist you if possible. Additional information on the MIAD can be obtained from the Army Knowledge Online. Go to the Army Communities/Army Reserve/Direct Reporting Units and click on the MI Augmentation Detachment.

You can also call the MIAD at 1-800-359-8483 x 464-9546/8896 or e-mail MIAD2@usarc-emh2.army.mil. Point of contact for this article is William Henson or Sam Blanchard at (404) 464-9546/8896.

# Are You the Dominant Force in Your High School?

By MSG David E. Berman, G-3 Plans and Doctrine

**T**he statement “First To Contact-First To Contract” may not be 100 percent accurate all the time, but it is close. If you have not contacted your new seniors prior to the beginning of their senior year, you more than likely will not have been the first to contact them.

In the business of recruiting, your competition is not only other military services. It stretches far beyond that, to job fairs, college fairs, and a great many others that are seeking the same quality people. To become the “Dominant Force” means making contact in the junior year, and in some cases, planting the seed in the middle of the sophomore year, to take total control of your high school. It has been said the first service to get a DEP in the summer months preceding the start of the new school year will have the better chance of recruiting the majority of both the quality and volume enlistments from that school.

Becoming the “Dominant Force” in your high school is not an easy task. The first step in becoming the “Dominant Force” is the same as any sales interview, “Establish Rapport.” You have to have good rapport and credibility with everybody including janitors, teachers, librarians, administrative staff, principals, and even the school board. Remember, be yourself! People can see right through a fake. Your personality and what you were taught at the recruiting and retention school develops your sales style. They will help you establish rapport within the school. You must remember to remain professional at

all times. Even a perception of an impropriety can take years to repair the rapport lost within the school. Remember, if you treat someone well they might tell one person, if you treat someone badly they will tell everybody! Today, people will give you their respect merely for the uniform you wear, do not abuse this trust. Never be negative about the other services, civilian employers or civilian jobs. This can be misconstrued by others to show that you don’t appreciate what others do for a living. They may even think you are afraid of their competition.

There are many different things you can do to get the ball rolling. The secretaries in both the guidance and principal’s offices are a good place to start. These people will be the ones who get you the school letters you need for processing and updating school lists. Nobody I know has ever objected to a fresh box of donuts being dropped off in the morning. Depending on what items USAREC has in the recruiter store will determine what other “trinkets” you can take to your schools. Every computer should have an Army mouse pad, and every desk should have an Army calendar. Posters and RPIs should be located strategically where the school will let you place them. Being able to place these items prominently does not happen overnight; it will take time to earn the trust of the faculty.

Take the time to show you care about the students, and prove to the faculty that your interest in their students is more than just enlisting them. Always keep the staff informed when you are working with a student. The more they know and trust you, the better your chance of them letting you know that the student has a possible graduation problem. Always inform the staff in advance if you need to see a student during school hours.

Attending as many school activities as possible is important. The more visible you are with the students and faculty, the better chance you have to meet someone who will give you a referral. Even the students who are not likely to join, or not qualified to join, will help you out if they know and trust you. Always attend these activities in uniform, or at least something that says “Army” on it, keeping in mind that you must remain socially acceptable.

Be creative in volunteering your services. If you are good with a musical instrument, volunteer to help with the band. Sports are always a good way to get in the door. Even if you are not great at a sport, you can definitely give some physical training, which is good for you and the students. Metal and wood shops teachers often need help, along with the auto shop. Use your talents to get you through the doors of the school. You’re missing the best part of the game if you are only going to the main office.

If you are allowed to eat lunch in the school cafeteria then you should as often as possible, and ask the school if you can set up a table or display during the lunch period. Your DEP members should be in their Army T-shirt and should be eating lunch with you. Have them introduce you to other students regardless of whether they think they would be interested or not. Use this time to increase senior and junior contacts. If you are visible to the students on a regular basis, they will come to

# Establish rapport, be professional, and don't be afraid to try something new.

you when they decide they need more information on the military services, not just the Army.

Each time there is a TAIR event in your area, try to get it into your schools. All teachers would love to have an extra planning period or two during their day to help catch up. The assets of the Mission Support Battalion are great. Use them!

Educator/COI tours can prove to be very beneficial when available. Use them to enlighten those who are "on the fence." You need to have some people that are pro-Army mixed in with the group to help your cause. Principals, superintendents, and school board members should be your number one targets. These are the people who can influence policy for school ASVAB testing and help provide you with better access to their students.

Get your schools to participate in the Department of Defense Student Testing Program. If your school does not ASVAB, *you must sell it*. Once you have established a comfortable and solid presence within the school, it will be easier to get those decision makers to buy into it. Your battalion education services specialist and MEPS education personnel can help you with selling the ASVAB to your school.

Once your school has agreed to ASVAB, you need to market the test to as many students and key staff as possible. If you can get a school to test the whole junior class, you're in great shape. Keep in mind there is no excuse for missing the test session. If there are not enough proctors, then the test will be cancelled. Proctoring the test gives you face-to-face time with the students. Remember, once you get the results you must contact all plans military immediately. Don't let the other services beat you to it! Remember, "First To Contact, First To Contract." By having your school ASVAB, it will give you another source to refine your student lists. The Student Testing Program does not stop after the ASVAB has been administered. Don't forget to schedule yourself to return to the school and complete the interpretation with the students. Here is where you make your money! This shows the faculty and staff that you are interested in the welfare of the students, not just placing them into the Army. Take the time to be their mentor and help them make the right career choice, whether it is military or civilian. The students will remember you in the end, and that is your real goal! That student you mentored over a year will call or walk through your door and say, "College didn't work for me Sarge! I need you to help me get those things you told me about in high school." That makes the time well spent.

If you have a difficult time penetrating a school, don't fight with them. You cannot and will not win! Use the battalion's education specialist, public affairs staff, or CLT to help you with those details that might make the difference.

The Solomon Amendment establishes a policy whereby the military services must be provided the same opportunities to inform post secondary students of military career options as are available to other employers. If a school chooses to deny or prevent military recruiting, it may be denied access to certain Federal funds. The Hutchinson Amendment establishes recruiter access to secondary schools. Do the research so you can talk intelligently about these amendments, but never use them to threaten your school. Again, it is a fight you will lose in the end.

There are so many creative ways to get involved with your school. It takes time, desire, and imagination to become the "Dominant Force." As in life, there will always obstacles to overcome. Remember, establish rapport, be professional, and don't be afraid to try something new. You must make sure everybody understands why recruiting is necessary. Our national security depends on it. You must become the recruiter that everybody knows in your school. If any student asks a member of the staff about talking with a military recruiter, your name should be the first thing out of their mouth, and they should have your business card readily available. Having this rapport will result in your being able to do just about anything you want in your high schools. Now, you are the "Dominant Force" in your school!

## Bright Idea



As a minimum, use weekly face-to-face follow-ups with DEP soldiers. Emphasize referral generation and Basic Training Task List (BTTL) taskings. Each week set a goal of five names for DEP to bring in geared toward lead generation and potential referral credit/promotion. Also, hand out two tasks from BTTL study material along with training the tasks with a date for DEP returning to be tested on their proficiency. Develop a running competition among DEP members with a "Top DEP" award given each month for those who have accomplished the most. This breeds a sense of competition among the soldiers and maintains a high sense of participation.

SFC John J. Dunclosky Cleveland Battalion

# The College Market

Part Two

By Al Liang, Center for Accessions Research, USAAC

**N**early all 1992 high school graduates (97 percent) reported that they expected to continue their education at some point. More and more students go on and enroll in postsecondary education upon high school graduation. Unfortunately, all students do not adequately prepare academically or financially for the demands of postsecondary education. Consequently, many students stop-out for a variety of reasons. A stop-out is defined as a student who temporarily leaves postsecondary education with the intent of continuing his education in the future.

Finding and recruiting stop-outs in a timely and efficient manner is more complex than just constructing a stop-out list and contacting people on the list. Success in this market requires a well-designed, stratified, and integrated plan that effectively uses the expertise and efforts of the entire command. This means the chain of command must actively create an environment for success by building strong relationships with administrators, financial aid officers, registrars, and academic advisors by promoting what the Army can do to help students achieve their college goal. The key is to develop and maintain a positive relationship with college and university administrators and centers of influence to continuously alleviate the perception that the Army is putting people in boots at the expense of students' education. The command must leverage various programs such as College First, Montgomery GI Bill and Army College Fund, Loan Repayment Program, Partnership for Youth Success, Earned College Credit, Concurrent Admissions Program and Army University Access Online to help students achieve their college goal.

## Five National Trends on the Affordability of American Higher Education

1. Increases in tuition have made colleges and universities less affordable for most American families.
2. Federal and state financial aid to students has not kept pace with increases in tuition.
3. More students and families at all income levels are borrowing more than ever before to pay for college.
4. The steepest increases in public college tuition have been imposed during times of greatest economic hardship.
5. State financial support of public higher education has increased but tuition has increased more.

A persistence risk index was developed that is based on the number of adverse characteristics associated with a

student. All of these risk factors are associated with nontraditional students, and the higher the risk index, the more nontraditional the student may be considered to be. Conversely, students with none of the risk factors may be considered to be highly traditional students: they enroll immediately after receiving a high school diploma, attend full time in the first year, are financially dependent on their parents, and work part time or not at all while enrolled.

**Percentage of 1995-96 beginning postsecondary students who delayed enrollment after high school and percentage distribution by numbers of risk factors when first enrolled by first type of institution attended**

Delayed Postsecondary Enrollment	Number of risk factors when first enrolled*			
	None	One	Two or more	
Total	36.6	44.3	18.3	37.4
<i>First type of institution:</i>				
Public 2-year	45.6	25.1	22.4	52.5
Public 4-year	18.0	72.4	16.5	11.0
Private not-for-profit 4-year	13.3	80.2	11.8	8.1
Private for-profit less-than-4-year	71.0	14.1	14.7	71.2

\*Persistence risk factors include: delayed postsecondary enrollment, no high school diploma, part-time enrollment, financial independence, having children, being a single parent, and working full time while enrolled.

The table above suggests the following key points: 1) Students enrolled in less than four-year institutions delay postsecondary enrollment at a higher rate, therefore more likely to stop-out and 2) Students enrolled in less than four-year institutions enroll with more risk factors, therefore more likely to stop-out. On the surface these insights suggest the less than four-year institutions may be more productive institutions to target stop-outs; however, one must balance these insights with the understanding that these risk factors can be related to age and many less than four-year students may be much older than our prime market of interest.

The persistence risk index can be deconstructed to develop a short checklist to help recruiters identify potential stop-outs at

## Stop-Out Risk Factors

<b>Family situation</b>	<ul style="list-style-type: none"><li>– Having children</li><li>– Being a single parent</li></ul>
<b>Delayed enrollment</b>	<ul style="list-style-type: none"><li>– Delaying entry into postsecondary education immediately after high school</li></ul>
<b>Academic preparation</b>	<ul style="list-style-type: none"><li>– Students who take any remedial college reading courses are more likely to stop-out than those who take other combinations of remedial courses</li></ul>
<b>Work</b>	<ul style="list-style-type: none"><li>– Being financially dependent on parents</li><li>– Working full time while enrolled</li></ul>
<b>Enrollment status</b>	<ul style="list-style-type: none"><li>– Part-time enrollment increases the time to get a degree, and it is one factor that puts students at risk of not completing their degree programs at all</li></ul>
<b>First-generation college student</b>	<ul style="list-style-type: none"><li>– First-generation students at four-year institutions appear to begin college less academically prepared than other students.</li><li>– First-generation students were less likely than others to return to a four-year institution once they left</li></ul>
<b>First type institution attended</b>	<ul style="list-style-type: none"><li>– Students starting at a public two-year institution are more likely to stop-out than those starting at a private, for-profit, and four-year institution</li></ul>

## Army ROTC Assists Recruiters

*By Paul Kotakis, Chief, Public Affairs, U.S. Army Cadet Command*

the individual level. Risk factors from the table previous page and other sources are provided on the above chart.

There are many ways you can apply this stop-out risk factor information to recruiting. Two possible ways are:

1. Use these risk factors to assess stop-out potential for applicants you contact who have not enrolled or started postsecondary education. Maintain contact with applicants with high risk factors who enroll in postsecondary education. These applicants/students will most likely stop-out within a year or two for academic or financial reasons. Many of the programs and incentives the Army offers may be of renewed interest when the student decides to stop-out. It is extremely important to maintain contact and catch these students when they are most receptive to consider options before they leave school.

2. Use selected risk factor information to refine areas on the college and university campus you visit. Examples include focusing your efforts with students enrolled in remedial college courses or campus job placement or employment service offices.

The keys to success in the college market are to continuously promote what the Army can do to help students achieve their college goal and change the perception that going to college, work, or joining the Army is not a zero-sum game. It is possible to join the Army and continue to achieve one's college goal simultaneously.

With the addition of the University of New Mexico this spring, U.S. Army Cadet Command now has units on 272 college campuses around the nation. By virtue of partnership agreements – through which students from other campuses may also participate in Army ROTC training – the command maintains formal relationships with more than 500 additional colleges and universities.

While Army ROTC does not maintain a formal presence on every campus on which USAREC operates, it should be considered the primary Army presence on those campuses where it does have a unit. Coordination between USAREC recruiters and the local Army ROTC unit on those campuses is essential. The access that Army ROTC personnel have to students and to college administrators can greatly assist the USAREC recruiter. The benefits of USAREC recruiters operating in partnership with Army ROTC are outlined in the USAREC-Cadet Command Memorandum of Agreement. Among those benefits are increased access to resources, as well as the ability to offer increased options for prospects.

The Army ROTC cadre on campus focuses their efforts on recruiting "Scholar-Athlete-Leaders" who demonstrate officership propensity. In addition to being charged with recruiting future officers, they also conduct the training that prepares cadets for success as officers in our Army. A close partnership between the USAREC recruiter and the Army ROTC cadre on campus is a key ingredient to the success of our Army.



# Recruiting for WOFT — No Problem!

By CW3 Jack Bailey, Warrant Officer Recruiting Team

Some soldiers consider the Army aviators the luckiest people in the world. How many people can say they get paid to pilot million dollar machines and wear the coveted silver wings of the Army aviator? Not many, but luck has nothing to do with it. The process for applying for the Warrant Officer Flight Training program can be as easy as a visit to the local Army recruiter.

The Army has two specific processes for recruiting and selecting qualified candidates for WOFT. The in-service applicants, persons currently on active duty in any branch, are recruited and managed by a team of warrant officers and senior NCOs assigned to Headquarters, USAREC G-3. This team sponsors a travelling brief to most Army installations worldwide, oversees a progressive advertising campaign, and manages the USAREC warrant officer recruiting Web site. Those persons of the National Guard or Reserve from any service or civilians (non-active duty Army) applying for active duty WOFT must complete the process through their local Army recruiter.

The application process is not as difficult as some believe.

There are two reasons for this misconception. First, often times the information for applying as an in-service applicant and non-active duty Army applicant are confused. The processes are similar with just a few exceptions.

Second, there are two sets of criteria to consider when applying for the WOFT Program — They are non-waiverable criteria and minimum prerequisites.

The non-waiverable criteria are those qualifications established by Army regulation that must be met in order to apply for an officer-producing program. The criteria is standard for all applicants regardless of how they apply. They include a minimum age requirement of 18, U.S. citizenship, a minimum General Technical (GT) score of 110 or higher, successful completion of the Class 1A/W flight physical, successful completion of the three-event Army Physical Fitness Test (APFT), a secret security clearance (interim secret clearances may be used for the application only) and possess a high school diploma or general education diploma.

If a civilian applicant with a GED applies, he or she must also have one full semester of documented college credit, 12 credit

hours. Additionally, they must divulge any legal infraction they may have had if they were arrested, held, detained or named in a lawsuit as a defendant. This would include violations as a minor, UCMJ actions, courts martial, and traffic violations with fines of \$250 or higher.

The respective branch proponent establishes the minimum prerequisites. For the WOFT program, Aviation Branch at Fort Rucker, Ala., is the proponent. The minimum prerequisites define the type of applicant the branch desires. The minimum prerequisites for the WOFT program include a score of 90 or better on the Alternate Flight Aptitude Selection Test (AFAST), a maximum age of 29, not more than 12 years of active federal service and letters of recommendation.

Non-active duty Army applicants can have up to six letters from members of the community that can attest to the applicant's scholastic ability, community involvement and the like. The in-service applicant requires three letters to include company commander, battalion commander, and a senior Army aviator in the rank of CW3 and higher or major and higher. The proponent indicates that a higher level of education and aeronautical ratings make the applicant more competitive.

As with anything, there are exceptions to every rule. Waivers can be granted for three things: legal infractions (moral), age, and active federal service. The determination for granting the waiver rests with either the proponent or Army G-1 dependent on the waiver. The request for the waiver is submitted with the application packet and processed through USAREC.

Once the applicant meets or completes all the criteria mentioned above, the application is completed by simply enclosing the administrative forms. The in-service applicant requires DA Forms 61 (Application for Appointment), 160-R (Application for Active Duty) and 4989-R (Application for Flight Training), an official photograph (professional attire for a

non-active duty applicant), a resume, a conditional release from their current service (USMC, USAF, USCG or USN) and one memorandum. The memorandum is a statement of understanding in which the applicant acknowledges that the warrant officer appointment is contingent upon successful completion of flight training. The non-active duty Army applicant has one additional item. It is a handwritten narrative describing why the applicant wants to be a Warrant Officer Aviator. This letter is a timed event done in the presence of the recruiter processing the packet.

The process looks lengthy, but as the applicant starts, he or she quickly learns that most of the documentation required is available to them already. The Warrant Officer Recruiting Team Web site contains a lot of information for both the recruiter and the prospective applicant. The Web site provides sample applications, frequently asked questions and links for more detailed information regarding physicals and testing. The site can be accessed at <http://www.usarec.army.mil/hq/warrant/warrant.htm>.

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**With the increased visibility on aviation operations overseas, interest in the WOFT program is growing. Recruiters need to have a sound understanding of the program and its benefits in order to secure highly qualified candidates.**



# Flag Day — June 14th

## The United States Flag

The flag of the United States is one of the oldest national standards in the world. No records confirm who designed the original "Stars and Stripes," but historians believe Francis Hopkinson, one of the signers of the Declaration of Independence, probably modified the unofficial Continental flag into the design we now have. General George Washington raised the Continental Army flag in 1776, a red-and-white striped flag which included the British Union Jack where we now have stars.

Several flag designs with 13 stripes were used in 1776 and 1777, until Congress established the official flag on June 14, 1777 - now observed as Flag Day. The act stated, "That the Flag of the thirteen United States be thirteen stripes, alternate red and white, that the union be thirteen stars, white in a blue field, representing a new constellation." Washington explained it this way: "We take the stars from heaven, the red from our mother country, separating it by white stripes, thus showing that we have separated from her, and the white stripes shall go down to posterity representing liberty."

The flag was first carried in battle at Brandywine, Pa., in September 1777. It first flew over foreign territory in early 1778, at Nassau, Bahama Islands, where Americans captured a fort from the British. The name "Old Glory" was given to the flag on August 10, 1831, by a sea captain, William Driver.

### Betsy Ross Sews First Official Flag

Hopkinson requested compensation from Congress in 1780 for his design, but Congress denied it, saying that others had worked on the project as well. Betsy Ross was commissioned by a congressional committee to sew the first official flag. Some believe she was responsible for changing the stars from being six-pointed to five-pointed, easier to make.

After Vermont and Kentucky became states in the 1790s, Congress approved adding two more stars and two more stripes to the group that represented the original 13 colonies, now states. This was the "Star Spangled Banner" of which Francis Scott Key wrote in 1814. As other states entered the Union, it became obvious that stripes could not be added continually, so in 1818 Congress reestablished the 13-stripe flag and allowed for additional stars for new states.

### 1818 Law Sets Final Form

The law specified that stripes should be horizontal, alternately red and white, and the union, or canton, should display 20 stars for the states then in the union. But it did not specify color shades or arrangement of the stars, and wide variation persisted. During the Civil War, gold stars were more common than white and the stars sometimes appeared in a circle. In 1912, when the stars numbered 48, standards of design were set which became even more precise when the 49th and 50th stars were added in 1959 and 1960.

The regulated design calls for seven red and six white

stripes, with the red stripes at top and bottom. The union of navy blue fills the upper left quarter from the top to the lower edge of the fourth red stripe. The stars have one point up and are in nine horizontal rows. The odd-numbered rows have six stars. The even-numbered rows have five stars, centered diagonally between the stars in the longer rows.

The reason the flag is folded into a triangular shape is to symbolize the shape of the cocked hats worn by soldiers of the American Revolution.

The first time the Stars and Stripes flew in a Flag Day celebration was in Hartford, Conn., in 1861, the first summer of the Civil War. Numerous patriotic groups supported a regular nationwide observance. In the late 1800s, schools held Flag Day programs to contribute to the Americanization of immigrant children, and the observance caught on with individual communities. But it was not until 1916 that the president proclaimed a nationwide observance and not until 1949 that Congress voted for Flag Day to be a permanent holiday. It is not a "legal" holiday, however, except in Pennsylvania. (Source: [www.va.gov](http://www.va.gov))

## "Old Glory"

The name "Old Glory" was first applied to the U.S. flag by a young sea captain who lived in Salem, Mass. On his twenty-first birthday, March 17, 1824, Captain William Driver was presented a beautiful flag by his mother and a group of Salem girls. Driver was delighted with the gift. He exclaimed, "I name her 'Old Glory.'" Then Old Glory accompanied the captain on his many voyages.

Captain Driver quit the sea in 1837. He settled in Nashville, Tenn. On patriotic days he displayed Old Glory proudly from a rope extending from his house to a tree across the street. After Tennessee seceded from the Union in 1861, Captain Driver hid Old Glory. He sewed the flag inside a comforter. When Union soldiers entered Nashville on February 25, 1862, Driver removed Old Glory from its hiding place. He carried the flag to the state capitol building and raised it.

Shortly before his death, the old sea captain placed a small bundle into the arms of his daughter. He said to her, "Mary Jane, this is my ship flag, Old Glory. It has been my constant companion. I love it as a mother loves her child. Cherish it as I have cherished it."

The flag remained as a precious heirloom in the Driver family until 1922. Then it was sent to the Smithsonian Institution in Washington, where it is carefully preserved under glass today. (Source: [www.va.gov](http://www.va.gov))

## The Pledge of Allegiance

Thirty-one words that affirm the values and freedom the American flag represents are recited while facing the flag as a

pledge of Americans' loyalty to their country. The Pledge of Allegiance was written for the 400th anniversary, in 1892, of the discovery of America. A national committee of educators and civic leaders planned a public school celebration of Columbus Day to center around the flag. Included with the script for ceremonies that would culminate in raising of the flag was the pledge. So it was in October 1892 Columbus Day programs that school children across the country first recited the Pledge of Allegiance this way:

**I pledge allegiance to my Flag and  
to the Republic for which it stands:  
one Nation indivisible, with Liberty  
and Justice for all.**

Controversy continues over whether the author was the chairman of the committee, Francis Bellamy—who worked on a magazine for young people that published the pledge—or James Upham, who worked for the publishing firm that produced the magazine. The pledge was published anonymously in the magazine and was not copyrighted.

According to some accounts of Bellamy as author, he decided to write a pledge of allegiance, rather than a salute, because it was a stronger expression of loyalty—something particularly significant even 27 years after the Civil War ended. “One Nation indivisible” referred to the outcome of the Civil War, and “Liberty and Justice for all” expressed the ideals of the Declaration of Independence.

The words “my flag” were replaced by “the flag of the United States” in 1923 because some foreign-born people might have in mind the flag of the country of their birth, instead of the U.S. flag. A year later, “of America” was added after “United States.” No form of the pledge received official recognition by Congress until June 22, 1942, when it was formally included in the U.S. Flag Code. The official name of The Pledge of Allegiance was adopted in 1945. The last change in language came on Flag Day 1954, when Congress passed a law which added the words “under God” after “one nation.”

Originally, the pledge was said with the right hand in the so-called “Bellamy Salute,” with the hand resting first outward from the chest, then the arm extending out from the body. Once Hitler came to power in Europe, some Americans were concerned that this position of the arm and hand resembled the salute rendered by the Nazi military. In 1942 Congress established the current practice of rendering the pledge with the right hand placed flat over the heart.

Section 7 of the Federal Flag Code states that when not in military uniform, men should remove any headdress with their right hand and hold it at the left shoulder, thereby resting the hand over the heart. People in military uniform should remain silent, face the flag and render the military salute.

The Flag Code specifies that any future changes to the pledge would have to be with the consent of the President.

The Pledge of Allegiance now reads:

**I pledge allegiance to the flag  
of the United States of America;  
and to the Republic for which it stands,  
one Nation under God, indivisible,  
with liberty and justice for all.**

*(Source: www.va.gov)*

# Displaying the Flag

Public Law 94-344, known as the Federal Flag Code, contains rules for handling and displaying the U.S. Flag.

Traditional guidelines call for displaying the flag in public only from sunrise to sunset. However, the flag may be displayed at all times if it's illuminated during darkness. The flag should not be subject to weather damage, so it should not be displayed during rain, snow and wind storms unless it is an all-weather flag.

## Multiple Flags on the Same Staff

U.S. flag at peak, above any other flag.

## Grouped Flags

U.S. flag goes to its own right. Flags of other nations are flown at same height on separate staffs.

## On Speaker's Platform

When displayed with a speaker's platform, it must be above and behind the speaker. If mounted on a staff, it is on the speaker's right.

## As Decoration

Never use the flag for decoration. Use bunting with the blue on top, then white, then red.

## Over a Street

Union (stars) faces north or east depending on the direction of the street.

## At Half Staff

On special days, the flag may be flown at half staff. On Memorial Day, it is flown at half staff until noon and then raised. The flag, when flown at half staff, should be first hoisted to the peak for an instant and then lowered to the half-staff position. The flag should be again raised to the peak before it is lowered for the day.

## Saluting the Flag

Head bare (women and military leave hats on), right hand over heart, standing at attention.

## Lapel Flag Pin

Should be worn on the left lapel near the heart.

*(Source: U.S. Code, Title 36, Chapter 10)*

## Do Not ...

- ★ dip it for any person or thing.
- ★ let the flag touch the ground.
- ★ fly flag upside down unless there is an emergency.
- ★ carry the flag flat, or carry things in it.
- ★ use the flag as clothing.
- ★ store the flag where it can get dirty.
- ★ use it as a cover.
- ★ fasten it or tie it back. Always allow it to fall free.
- ★ draw on, or otherwise mark the flag.

*(Source: U.S. Code, Title 36, Chapter 10)*



# Guarantee Your Prospect's Job

## *— Point of Sale Expands to Battalion Test*

*Story by Pearl Ingram, RJ Editor  
Photos by Walt Kloepfel, RJ Associate Editor*

With his laptop hooked up to the prospect's kitchen phone line, SSG Troy Gibson of Preston Recruiting station, Louisville, Ky., sat with Terry Badgett, a 21-year-old Louisville native, laying out the exact job the Army had available in 'real time.'

Badgett wanted to be a 91R, parachute rigger, so he could attend jump school and be on jump status as a soldier. After a 20-minute procrastination, with the reservation screen displayed, Badgett said he was ready.

"You're exactly sure that's what you want, 100 percent?" said Gibson.

"Oh yeah, 100 percent," said Badgett.

With that, Gibson then instructed Badgett to push the 'enter' button on the laptop to commit to his new future as a soldier in the Army on May 7, 2003.

Recruiters may soon be able to sell not only the Army during a sales presentation but also be able to help the applicant select a job. Applicants can do this right in their living room with mom and dad present to verify that they have made a good selection.

Recruiters lucky enough to be located in one of the test areas can access the REQUEST system, which has previously been reserved for use by guidance counselors only. The new program dubbed "point of sale," is a way of giving the customer immediate customer service.

"It gives the recruiter the ability to do something he's always wanted control of, and that is giving jobs to his applicants and giving guarantees to his applicants," said SFC Nathan Lewis, a recruiter since 1991 and now assigned to Accessions Command to work with testing the program.

Testing for this new method of providing immediate customer service to applicants began in Las Vegas and Louisville companies during fiscal year 2000. Point of sale expanded to battalion level testing in April, and Albany battalion recruiter, SSG Tommy Daigle, reserved the first training seat.

His applicant, Jason LaPan, was confident he could enlist as an M1 Abrams Tank Crewmember, provided he met medical requirements, long before he went to MEPS for shipping. Not only did he know he had a training reservation before getting to the desk of the guidance counselor, he learned immediately that his decision to enlist would include a \$10,000 bonus and \$32,400 for college.

"Right now they can make a reservation if they have an ASVAB score completed for the recruiter to be able to pull the jobs and build a reservation," said Jack Shacklett, an operations researcher who is compiling data on the test.

However, Shacklett says one of the disadvantages is gathering data for forwarding to USAREC, which can be a burden for those in the test locations, but it is absolutely essential to find out what is working right and what can be improved upon.

"You don't want to frustrate the field with something that doesn't work," said Shacklett.

"They're busy, and you want to make sure you don't add any more time to their day."

Point of sale is designed to save time according to Shacklett for the recruiter, the prospect, and the guidance counselor. Although most reservations are now being made with the recruiter workstation plugged in at the station, reservations can be made from the applicant's home while the parents are present and can be involved in the decision.

"They are actually more into it than the applicants are," said SFC Christopher Collins, station commander, Sahara Recruiting Station, Las Vegas. "They are concerned about their children, about what they are going to be guaranteed. When they see it on the screen or in black and white, it actually raises their eyebrows."

The reservation is then held for seven days in order to give the applicant time to qualify for the selected MOS by completing the medical portion of enlistment.

Collins says point of sale is a simple program that experienced recruiters can go ahead and jump right into, although, he adds, new recruiters will require training. He says the Sahara station recruiters like to jokingly say they are Victors3 qualified now.

SFC Anthony Courtney, station commander, Louisville Company, whose Jefferson Mall Station was the first in USAREC to begin using point of sale, says it's 'the greatest thing since butter' and he wouldn't want to do without it. He can use it for both Active and Army Reserve applicants, with the only exception being for prior service applicants.

"We have more time, and we know our people, and we know what they want and their parents want. We have not lost a point of sale that I know of since I've been here," said Courtney.

Lewis has traveled from Fort Knox, Ky., to visit many of the recruiters in the test areas. As a former recruiter, he understands how intimidating processing at the MEPS can be when applicants are unsure about what job they're going to wind up with and the date they will leave for training. These are uncertainties that point of sale can relieve.

"It takes out that unknown factor," said Lewis, "because for most of them, that's the fear. They're processing, they're intimidated – it's because of the unknown."

Lewis says parents, also, are going to like point of sale because they can be involved their son or daughter's selection of a job. Not only is the recruiter able to provide the applicant an MOS, but at the same time the recruiter and applicant can negotiate the time he or she wants to depart for training. They can then close on the reservation.

"It will give them an advantage," said Lewis. "I would have to think really long and hard as to why they wouldn't like point of sale. It's a great thing," said Lewis.

During the first month of point of sale use in Albany battalion, 282 contracts were written and 103 jobs were selected using point of sale, according to Lewis. Training in the battalion for using the REQUEST system was completed in March with every recruiter becoming certified. Once the test is complete and use of point of sale is authorized commandwide, the

training will be completed at the Recruiting and Retention School as part of the recruiter training course.

Improvements in the program will continue during the test period said Shacklett. As technology becomes more widely available, that technology will be incorporated into the recruiting process.

"Wireless is where we want to go," said Shacklett. "Then they can get into the telephone system without going through the telephone lines at a person's house but just directly pick up, like a cell phone."



**SSG Troy Gibson, Louisville Company, meets with his prospect Terry Badgett of Louisville, Ky. Badgett opted for a 91R MOS.**

# Preponderance of Evidence

## Judging What to Do About Ephedra

By Paul G. Shekelle, a RAND and Veterans Affairs physician, director of the Southern California Evidence-Based Practice Center; Margaret Maglione, RAND policy analyst; and Sally C. Morton holds the RAND Endowed Chair in Statistics

**S**ince the 1980s, the herb ephedra has been purported to increase weight loss and to enhance athletic performance. In recent years, though, a string of athletes and other individuals who apparently had ingested the herb have collapsed and, in some cases, died. In the wake of the death of Baltimore Orioles pitcher Steve Bechler this spring, the voices of government officials and the public at large have grown increasingly louder in demanding proof of the safety and efficacy of the herb.

Unfortunately, scientific proof has become exceedingly difficult to attain. As a result of the 1994 Dietary Supplement Health and Education Act (DSHEA), substances that are classified as "dietary supplements" (including herbs such as ephedra) are not considered to be "drugs" and thus are not subject to the same rigorous regulatory standards as drugs are. According to the legislation, manufacturers of dietary supplements need not show evidence of the efficacy or safety of the products prior to marketing them. Therefore, the usual regulatory pressure to produce clinical studies assessing efficacy and risk does not exist. Consequently, we could find only limited scientific data about ephedra.

However, we did find sufficient evidence of danger associated with ephedra, along with insufficient evidence of its efficacy for athletic performance, to compel the U.S. Department of Health and Human Services and the U.S. Food and Drug Administration (FDA) to take preliminary regulatory measures against the herb. On Feb. 28, 2003, the FDA proposed a strong new warning label on ephedra products, warned manufacturers against making unsubstantiated claims that the products could enhance athletic performance, and invited public comment on the risks associated with ephedra to support new restrictions on the products.

The FDA is now seeking public comment to determine whether dietary supplements containing ephedra present a "significant or unreasonable risk of illness or injury." This is the standard that must be met under DSHEA before the FDA can take further regulatory action. This standard also reveals an indirect effect of the DSHEA law. By presuming that dietary supplements are safe and absolving manufacturers from proving that the supplements are safe, the law places the

burden of proof on the FDA instead. The agency must somehow prove that a supplement is risky, even in the absence of clinical studies conducted by manufacturers.

Our study could not prove with scientific certainty that ephedra is unsafe. However, we compiled enough evidence to reach fairly confident conclusions. Our efforts could serve as an example of how policymakers and researchers can help to keep the public safe despite the absence of incontrovertible scientific proof of danger.

### Lengthy Deliberations

The active stimulant in ephedra is called ephedrine, which is found in over-the-counter drugs used to treat stuffy nose and asthma. The difference between the herb ephedra and the drug ephedrine is analogous to the difference between coffee beans and caffeine. Ephedra, known as "ma huang" among Chinese herbalists, is a shrub. Ephedrine is the active stimulant found in the shrub.

To determine if either substance could improve weight loss or enhance athletic performance, we searched the medical literature as well as other sources for published and unpublished clinical trials of the substances. We based our conclusions about efficacy on a detailed review of 52 trials of ephedra or ephedrine for weight loss or athletic performance.

Many of the 52 trials involved only small numbers of people, covered only short periods of time, or suffered from other limitations. For example, all of the trials for athletic performance involved just a couple of dozen young fit males, who were not representative of the general population. Even in aggregate, the 52 trials offered only weak evidence for assessing the relationship between rare adverse events and the use of ephedra or ephedrine.

To determine with greater confidence if it is safe to take ephedra or ephedrine, we analyzed nearly 18,000 case reports of adverse events. Consumers had contacted the FDA to provide the agency with 1,820 "adverse event reports," the vast majority of which dealt with ephedra rather than ephedrine. The FDA shared these reports with us. We discovered 71 additional reports in the medical literature. The largest repository of reports came from a computer file of 15,951 cases reported to Metabolife, a San Diego-based maker of ephedra-containing dietary supplements.

Except in extraordinary circumstances, case reports cannot be considered to be conclusive evidence of a cause-and-effect relationship. However, case reports can be useful to establish the potential for a causal relationship.

### Weight Loss

We found some evidence of the benefits of ephedra and ephedrine for weight loss. Dietary supplements containing ephedra alone, ephedrine alone, ephedra with herbs containing caffeine, or ephedrine plus caffeine promoted modest

# Catastrophic effects of ephedra, including death, cannot be ruled out at a rate of less than one person per thousand.

short-term weight loss of about two pounds per month more than among people taking a placebo. But none of the available studies followed participants for longer than six months. A study of 12 months is generally accepted as necessary to establish a drug's value as a weight-loss aid.

Of the 52 clinical trials, 44 assessed ephedra, ephedrine, or ephedrine plus other compounds used for weight loss. Of these 44 trials, we excluded 18 because the duration of treatment was less than eight weeks. We excluded six other trials for a variety of reasons.

In the remaining 20 trials, we found comparisons made in six categories. We highlight the results below.

- *Ephedrine versus placebo.* In five trials, the average weight loss for a person treated with ephedrine was 1.3 pounds per month more than the average weight loss for a person treated with a placebo.

- *Ephedrine and caffeine versus placebo.* In 12 trials, the average weight loss for a person treated with ephedrine and caffeine was 2.2 pounds per month more than the average weight loss for a person treated with a placebo.

- *Ephedrine and caffeine versus ephedrine alone.* In three trials, the average weight loss for a person treated with ephedrine and caffeine was 0.8 pounds per month more than the average weight loss for a person treated with ephedrine alone.

- *Ephedrine and caffeine versus another active pharmaceutical for weight loss.* In two trials, we found no statistically significant difference in weight loss. One trial compared the combination of ephedrine and caffeine to dexfenfluramine. The other trial compared the same combination to diethylpropion.

- *Ephedra versus placebo.* In a single trial, the average weight loss for a person treated with ephedra was 1.8 pounds per month more than the average weight loss for a person treated with a placebo.

- *Ephedra with herbs containing caffeine versus placebo.* In four trials, the average weight loss for a person treated with this ephedra mixture was 2.1 pounds per month more than the average weight loss for a person treated with a placebo.

The average additional weight loss for a person treated with ephedrine alone was 1.3 pounds per month. We are 95 percent confident that the true additional average weight loss would fall somewhere between 0.4 and 2.2 pounds per month.

## Athletic Performance

We found no trials of ephedra on athletic performance — and thus no evidence that ephedra could enhance athletic performance. We found only minimal evidence that ephedrine could enhance athletic performance. Even here, there appeared to be no athletic benefit from ephedrine beyond an immediate boost.

There were eight trials of ephedrine on athletic performance. All but one included caffeine. Each trial involved different types of exercise and different outcome measures, so we

analyzed each trial individually.

Six of the eight trials assessed the exercise capacity of small groups of healthy males. Each trial included 24 or fewer subjects. The trials concluded that neither caffeine nor ephedrine alone had significant effects on various parameters of exercise performance, such as oxygen consumption, time to exhaustion, or carbon dioxide production. However, the combination of ephedrine and caffeine consistently demonstrated a 20-30 percent increase in short-term performance.

One trial of strength training showed an improvement in muscle endurance — but only on the first of three repetitions. The remaining trial reported no statistically significant improvement in a battery of tests of physical function, including oxygen uptake, measures of endurance and power, reaction time, hand-eye coordination, speed, and self-perceived exertion.

## Safety

The clinical trials of ephedra and ephedrine reported numerous adverse side effects. We grouped the symptoms into clinically similar categories, as follows:

- psychiatric symptoms: those described in the trials as euphoria, neurotic behavior, agitation, neuro-psychiatric symptoms, depressed mood, giddiness, irritability, or anxiety

- autonomic hyperactivity: those symptoms described as tremor, twitching, jitteriness, insomnia, difficulty sleeping, increased perspiration or sweating

- palpitations: those symptoms described as palpitations, irregular heartbeat, loud heartbeat, heart pounding, or increased or stronger heartbeat

- hypertension: those symptoms described as hypertension, increased systolic blood pressure, or increased diastolic blood pressure

- upper gastrointestinal symptoms: those described as nausea, vomiting, abdominal pain, upset stomach, heartburn, or gastroesophageal reflux

- headache

- tachycardia: those symptoms described as tachycardia, or slightly elevated heart rate.

We estimate that the odds of a person suffering psychiatric symptoms were 3.6 times higher if the person took ephedra or ephedrine. We are 95 percent confident that the true value of the increased odds of suffering psychiatric symptoms would fall somewhere between 1.9 and 7.3.

Overall, people who received ephedra or ephedrine had between 2.2 and 3.6 times higher odds of suffering harmful side effects — including psychiatric symptoms, jitteriness, palpitations, nausea, and vomiting — than did people taking a placebo. There appeared to be a similar increase in the incidence of hypertension, but the increase was not statistically significant. There was also a trend toward a higher risk of adverse events with higher doses of ephedrine, but the data

were sparse, and, once again, the differences were not statistically significant.

We could not estimate the increased odds of experiencing tachycardia because there were zero cases of tachycardia reported among people taking a placebo. In comparison, there were six cases of tachycardia among people taking ephedra or ephedrine.

It was impossible to estimate the degree to which caffeine contributed to the results because there were too few trials of ephedrine alone or ephedra alone to isolate the role of caffeine. However, the one trial of ephedra without herbs containing caffeine reported a statistically significant twofold increase in gastrointestinal symptoms.

The additional evidence we gathered from the case reports raised even greater concerns about consumer safety. We screened the nearly 18,000 case reports and then reviewed in detail 284 reports of either death, heart attack, other cardiac symptoms, strokes, neurologic symptoms, seizures, or serious psychiatric symptoms.

We searched each of the 284 reports to assess whether ephedra or ephedrine was, indeed, a likely cause of the adverse event. We judged each case report by the following three criteria:

1. Documentation that an adverse event had occurred.
2. Either documentation that the subject had consumed ephedra or ephedrine within 24 hours prior to the adverse event or a toxicological examination revealing the presence of ephedrine or an associated product in the blood or urine. (For example, we did not require psychiatric symptoms to become manifest within 24 hours of using ephedra or ephedrine.)
3. Documentation that an adequate investigation had excluded other potential causes.

Cases meeting all three criteria were labeled "sentinel events." Cases meeting the first two criteria but having other possible causes were labeled "possible sentinel events." We solicited the judgment of expert clinicians to assess whether causes other than ephedra or ephedrine had been adequately evaluated and excluded.

From the 284 reports of serious adverse events, we identified two deaths, three heart attacks, nine strokes, three seizures, and five psychiatric cases as sentinel events with prior ephedra consumption. We identified three deaths, two heart attacks, two strokes, one seizure, and three psychiatric cases as sentinel events with prior ephedrine consumption. About half of the sentinel events occurred in people aged 30 years or younger. We identified 43 additional cases as possible sentinel events with prior ephedra consumption and eight additional cases as possible sentinel events with prior ephedrine consumption.

In aggregate, the case reports suggest a link between products containing either ephedra or ephedrine and catastrophic events, such as sudden death, heart attack, stroke, seizures, and serious psychiatric symptoms.

## The Verdicts

Regarding weight loss, we found enough evidence to conclude that the short-term use of either ephedrine alone, ephedrine and

caffeine combined, ephedra alone, or ephedra with herbs containing caffeine all promote weight loss in selected patient populations. However, all but three of the trials lasted for less than six months. Ideally, the trials should assess not only the results of a full year of treatment but also what happens after the treatment is discontinued.

Caffeine clearly adds additional efficacy to ephedrine in promoting weight loss. The effects of ephedrine and caffeine together are roughly equal to the effects of ephedra with or without herbs containing caffeine. Each results in about two pounds per month of weight loss over four months.

To put these pounds in context, though, competing FDA-approved weight loss drugs have been shown to be about equally as effective. The drugs sibutramine (Meridia) and orlistat (Xenical) have both resulted in average weight loss of 6-10 pounds over 6-12 months, and the drug phentermine (often used in combination with fenfluramine as "phen-fen") has resulted in average weight loss of 16 pounds over 9 months.

Regarding athletic performance, the few trials of ephedrine that we identified did not study the drug as used by the general population — that is, repeated use. Therefore, the effect of ephedra or ephedrine to enhance athletic performance over the long term is completely unknown.

Regarding safety, we conclude from the clinical trials that ephedrine and ephedra are associated with two to three times the odds of experiencing psychiatric symptoms, autonomic symptoms, upper gastrointestinal symptoms, and palpitations. It is not possible to separate out the effect that caffeine may contribute to these events.

We conclude from the case reports of ephedra and ephedrine that serious adverse events have occurred in young adults without other apparent causes. There *may* be a causal relationship between taking the substances and suffering rare serious adverse events. Catastrophic effects of ephedra, including death, cannot be ruled out at a rate of less than one person per thousand.

Our study has several limitations. As we note above, many of the clinical trials themselves had design limitations, and all of the weight loss trials were of short duration. In addition, the results of the weight loss trials may *understate* the dangers for the general population. These trials frequently involved medical screening to exclude people with preexisting conditions, such as heart disease, that could have predisposed the people to increased risks. It is unknown whether administering ephedra or ephedrine without such screening would increase the risks.

Despite these limitations, we found sufficient evidence to conclude that dietary supplements containing ephedra or ephedrine are associated with a modest increase in weight loss in the short term — but also an increase in a variety of serious health risks. We hope that our efforts in compiling medical evidence, even when it cannot be gleaned from clinical trials alone, can help others in the field find ways to reach similarly useful conclusions.

*(Editor's Note: Reprinted with permission from the editor-in-chief, RAND REVIEW, Spring 2003.)*

# Boating Safety

Safety

## Tips for a Fun and Safe Summer on the Water

By Mickey Gattis, USAREC Safety Office

Photo by Walt Kloeppe, RJ

Water activities, such as boating, swimming, canoeing/rafting, jet skiing, and fishing, have become popular outdoor recreation pastimes for many soldiers, civilians, and family members. Unfortunately, there is a down side to this picture of fun and relaxation. Water-related accidents rank second to privately owned motor vehicle accidents in causing injury and death. Water accidents are a major threat to all USAREC personnel, particularly to children during the summer months. USAREC has already experienced two water-related fatalities during the month of April.

The next few months will present many outdoor recreation opportunities for members of USAREC and their families. It is important that everyone who will be involved with any water type activity be aware of the hazards and dangers involved and use Risk Management Card (UF 1144) as a tool to guide their assessment and decision making when conducting these activities.

**Accident Scenario One — A USAREC soldier, the soldier's son, son-in-law, and a friend were involved in a fatal boating accident. They were fishing in a 14' aluminum enclosed bow fishing boat when the boat took on water rapidly and sank. No life jackets were worn.**

**Accident Scenario Two — A USAREC soldier was involved in a fatal jet ski/boating accident. The accident occurred when an 18' fishing boat collided with a soldier on the jet ski. Alcohol was not involved and the soldier was wearing a life jacket.**

### The following are some safe-boating tips:

- \* Take a safe-boating course. Many are offered free by the U.S. Coast Guard Auxiliary, the U.S. Power Squadron, and other organizations.
- \* Learn to swim
- \* Always carry safety equipment, know how to use it, and know where it is located.
- \* Stay alert and employ defensive driving techniques.
- \* Slow down in crowded waters.
- \* Observe right of way, channel marking, and warning signals.
- \* Know what to do in case of emergencies. If the boat overturns, have all passengers stay with the floating boat.
- \* Always make sure someone knows where you are going and when you plan to return.

Protect your safety and your loved ones while afloat. Learn how to prevent accidents, injuries, and fatalities while boating. Review safety tips, news, recalls, defects, and laws and regulations at the official Web site of the U.S. Coast Guard Office of Boating Safety at [www.USCGBoating.org](http://www.USCGBoating.org).

Accidents and loss of life in water activities are unnecessary. Most, if not all such incidents, could be prevented through leader emphasis on —

- \* Learning to swim
- \* Using safe swimming areas
- \* Avoiding cold water
- \* Using proper safety equipment
- \* Avoiding alcohol
- \* Developing safe attitudes and practices

The task is a big one: it cannot be accomplished without a concerted effort of all USAREC leaders.



## Recruiter Takes First Place in New Jersey Grappling Match

*Story and photo by Garry G. Luke, Syracuse Battalion*

Rochester-area recruiter SSG Jason C. Eggleston is not only competitive in the recruiting field, but on the mats, too. He brought home a first place trophy from his March 15 "No Gi" match in the North American Grappling Association competition held in New Jersey. He credits his win to the training he has had in the U.S. Army and the family support.

In his recent New Jersey match, which was his second, he won him the title in the "No Gi" competition. A minor injury to his neck prevented him from competing the second day the "Gi" matches.

Eggleston, 31, has been competing in the heavyweight, intermediate level of the sport. He is in the Brazilian jiu-jitsu discipline and is a member of the North American Grappling Association. Now, after his win in Bayonne, N.J., he moves up into the "Professional" category.

He describes his techniques as a combination of Greco-Roman wrestling and jiu-jitsu, some of which he has learned while in the Army. He was a senior electrician before the recruiting assignment.

The sergeant is a 10-year veteran and when assigned to recruiting in March 2001, looked for a place to work out. In so doing, he stumbled upon a martial arts facility with saunas, a workout room, and three martial arts rooms. He liked it so much, that he joined. Eggleston says that he developed an interest in no-holds-barred fighting in the first few years he entered military service, after seeing it on television.

In the time he has been using the facility, he has met many people in the community and made friends. Of all his fans, his



**SSG Jason Eggleston, top, works on forcing instructor Curt Sawyer into submission.**

wife, Hye-yeon, is probably his biggest and most supportive, says Eggleston.

His first major tournament took place in Hamilton, Ontario, Canada. He won the "No Gi" competition, and fourth place in the "Gi." A "Gi" is a uniform that is used in martial arts. There are also "No Gi" matches, which is without a uniform, or with regular clothing.

Shortly, he heads for Advanced NCO Academy and says he'll be in great shape thanks to his great workouts and matches. His next big match will be in November.

## Another Victory for An Army of One

*By Toni Harn, Des Moines Battalion*

In celebration of the Drake Relays being held in Des Moines, Iowa, the Des Moines Battalion Army of One Team competed in the "FAKE RELAYS" sponsored by Drake University and the Young Professionals Connection and the Greater Des Moines Chamber of Commerce. After a vicious race in their first heat, the team then faced off against Meridith Publishing in the final heat for the championship. Team members of the winning team are Renee Sawyer, advertising and education assistant, Toni Harn, chief, advertising and public affairs, MSG Jeffrey Wright, battalion master recruiter trainer, and SFC Kenneth Murrell, battalion recruiter trainer. Battalion staff attended the noon time event and cheered their team to victory.



**(L to R): Renee Sawyer, Toni Harn, MSG Jeffrey Wright, and SFC Kenneth Murrell were members of the winning team. (Photo by SFC Mark Bandy, Battalion Recruiter Trainer)**

# Recruiter Selected as Denver's Semi-Pro Quarterback

*Story and photo by Alice Lewis, Denver Battalion*

The fact that SSG Anthony V. Johnson, an Army recruiter at the Lakewood Recruiting Station, Lakewood, Colo., spends most of his time recruiting for the U.S. Army does not keep him from spending his spare time playing football. As a matter of fact, Johnson had been in Denver only a few days from an assignment at Fort Hood, Texas, when he began to investigate the local semi-pro football market.

Johnson distinguished himself during this past November's tryouts for the Denver Pirates (a local semi-professional football team). His efforts resulted in his selection as the team's starting quarterback. Johnson, 31, competed with 10 other individuals who also wanted the starting job.

It would not surprise anyone in his family to hear news that Johnson has accomplished this feat. Although he had been physically active most of his life and had wanted to play football in high school, things did not work out that way for him. Instead, he had to get a job to help out his widowed mother, Frances Johnson. Johnson's father, Michael Johnson, a Chicago policeman, was killed in the line of duty. When the Chicago native was age 11, his mother, a registered nurse, decided to move the family to Pensacola, Fla.

"Growing up in the Pensacola area I have associated with a few of the top athletes from there," said Johnson. "I went to Pensacola High School with Roy Jones Jr., who is now the World Light Heavy Weight Champion." Johnson said he and Jones are friends and he makes sure to stop at the gym where Jones trains to say hello. "My brother played football with Emmitt Smith at Escambia High School, completed a four-year enlistment in the Army, served in Desert Storm and is now a parole officer. And, my sister's husband is a recruiter for the Navy. Service to our country and sports go hand-in-hand in my family."

Remembering his father was a soldier in Vietnam, Johnson decided he would enlist in the Army. Convincing his mother to sign her approval, he did just that immediately after graduation in 1989. He finished Advance Individual Training a Distinguished Honor Graduate in field artillery.

While stationed at Fort Lewis, Wash., in 1991, Johnson was starting quarterback for his unit. His team won the championship in the 8-Man Tackle Football League post-wide competition. He also set a new post record for most rushing touchdowns (four) in any game by a quarterback.

Since his enlistment, Johnson's football skills have garnered many accolades and championships for him. Stationed at Camp Casey, Korea, 1996 through 1997, Johnson played football to hone the skills he would need later.

In 2000 at Fort Hood, Texas, Johnson was again a starting quarterback for a post flag football team, the Bravo Pacesetters (1/82d Field Artillery Battery). His team won that championship. And, they repeated that accomplishment again in 2001 during a post-wide Christmas Tournament in December. In 2002, he was

the starting quarterback for the Waco (Texas) Warriors while stationed at Fort Hood.

Johnson began this recruiting assignment accompanied by his wife, Fayquelyn, and daughters, LaQueta, Kesha, and Cassandra. "I think it's great that he plays football because he plays it very well," said Fayquelyn. "It's the love of his life, and if that's what he wants — it's what I want. I really enjoy going to the games. I sometimes really get involved, and before I know it, I'm screaming and cheering them on. I'm really proud of him."

The Arena Football League team (The Denver Crush) had its opening day, Feb. 2. While on duty performing as a member of the U.S. Army Recruiting Color Guard, Johnson spoke to a member of John Elway's security team. He only had to wait a short time to be escorted over to meet the man himself. Johnson not only met Elway, but posed with him for a photograph.

The Denver Pirates played their first pre-season game against the Grand Junction Outlaws April 19, at Littleton Stadium, Littleton, Colo. Their season opener is June 7 against the Colorado Lighting.

Johnson is going forward with plans to try out for the Denver Crush team.



**SSG Anthony Johnson during his assignment with the 1/82d Field Artillery Battery, as the Fort Hood, Texas, Bravo Pacesetters starting quarterback.**

## 'Stunt Force' Thrills Crowds Before Football Games

By SFC Susan Coraci, 2d Recruiting Brigade

An eerie silence blankets the crowd, as ghostly pillows of darkness cover the stadium. A sense of anticipation — almost dread — floats amongst the thousands of spectators there — waiting, looking around and wondering ...

Suddenly, flashing spotlights swing upward and a wailing siren pierces the stillness.

From out of the darkness, nearly 80 feet in the air, a group of shadows emerges — some short, some tall, and one carrying the United States Flag. Quickly grabbing thin, black ropes and hurtling toward the ground, the newest members of the Georgia Force's Arena Football Team appear.

They're not football players. They're not cheerleaders. They're not even a group of well-trained mascots.

They are the "Stunt Force," a 20-person rappel team consisting mainly of active-duty Army, Army Reservists, and Army National Guardsmen, who rappel each game with a dual purpose.

"We have a golden opportunity here. Not only do we get to be part of the local community, but we get to demonstrate some of the skills we've learned in the Army," said SSG Steven Bragg, a recruiter with Atlanta Recruiting Battalion. "What better way to increase the crowd's interest in the Army, while also helping the recruiting effort at the same time."

To ensure this happens, each game, the team increases the stunt difficulty, effectively adding a new dimension to the word 'thrilling.' Amongst oohs and aahs, officers and enlisted soldiers 'electrify' the crowd with their antics.

In one part of the stadium, a soldier may drop toward the ground Australian style, while another soldier swings out over the crowd. Directly above the end zone, three recruiters may bound out Swiss style, stop and wave to the crowd, then flip over and plummet head-first toward the end zone, only to stop, flip right-side up, and wave to the crowd again.

And though the faces may change from game to game, and the difficulty of the stunts may differ, there is one factor that remains constant — the colors red, white, and blue. While the size of the flag may vary, or the manner in which it's showcased, the Stars and Stripes of "Old Glory" add the final touch to a crowd gone wild with anticipation.

"To the public, we are a force to be reckoned with. They never know where we're going to drop from, or what we're going to do next. All they know is that they want to be the one sporting the U.S. flag during one of the pre-game shows or exhibition rappels," said team captain SFC Michael D. Facella, a senior trainer for the 2d Recruiting Brigade Army Medical Detachment. "The fans aren't aware of the hard work, long hours, or grueling practices that we go through in order to ensure a safe yet spine-tingling performance. All they see is men and women doing something exciting and different — something they want to be a part of."

Throughout the game, fans watch and wait — trying to



**SFC Susan Coraci, 2d Recruiting Brigade, Training Division, waves to several thousand Georgia Force fans before flipping inverted and descending toward the field during a touchdown rappel. (Photo by James Dino Carbettta)**

determine who is going to drop from the rafters, or where they're going to rappel from.

"We can never figure it out until it's too late," said 21-year-old Angela Meo, a die-hard Georgia Force fan. "But that's half the fun. The other half is trying to read the nicknames on the back of the jerseys and figuring out how they got the nicknames."

According to SSG John Pierce, a recruiter assigned to Peachtree City Recruiting Station, Atlanta Recruiting Battalion, it's that kind of curiosity — that type of atmosphere, that weakens the barriers between the civilian sector and the military.

"We are in the perfect position to show the public just what the Army is all about," Pierce said. "Who better to set the example than a team of recruiters, rangers, band members, military intelligence officers ... the list goes on and on. We're telling the Army story to a willing, yet captive audience, and the fans eat it up."

"... and when they see someone small like "Frenchy," who is a 5-ft 2-in female weighing a little over 100 pounds, sliding head first down a rope, the thought 'I want to do that,' brings them one step closer to raising their right hand and joining the Army," Pierce added with a grin. "Of course, when that happens, they benefit, I benefit, and the Army benefits as a whole."



**A member of the rappel team takes time to sign an autograph for a fan. (Photo by James Dino Carbettta)**

## Paratrooper Awarded Soldier's Medal

By SPC Ryan Gehrke, 82nd Airborne Division

SGT Scott Janise, a member of the Golden Knight's eight-way competition team, received a Soldier's Medal for valor at the 82nd Airborne Division's Advanced Airborne School March 31. The Soldier's Medal is the highest honor a soldier can receive for valor in a peacetime setting.

"It was dusk and I was coming home from Thanksgiving break (2001) when I saw a police officer wrestling with someone down the street from my house," Janise said. "I didn't know what to do, but I knew I couldn't just drive past and ignore the altercation."

When Janise stopped he found Lawrence Fermin, a Sheriff's Deputy with the Cumberland County Sheriff's Department, involved in a fight with a suspect. The deputy had suffered a gunshot wound to the leg when the suspect pulled the trigger on the deputy's weapon.

"At first, I was thinking of ramming the suspect with my truck but I knew I'd injure the officer as well," Janise explained. "So I got out of my truck and helped the officer pin the suspect down."

## Los Angeles Recruiting Battalion Appeared With Jay Leno in his Salute to the Armed Forces



Twenty seven members of the Los Angeles Recruiting Battalion posed with Tonight Show host Jay Leno Apr. 24 after a special show saluting the Armed Forces. Two-time Connelly Award winning cook, Army SFC David Russ, was a featured guest. After the show, all military guests were treated to a barbecue at the Burbank, Calif., studio. SSG Kaseen Murray of Lancaster (Calif.) Recruiting Station and SGT Jessica Stein of El Monte (Calif.) Recruiting Station were two of the lucky guests. (Photo by Mark G. Wonders, U.S. Army Recruiting Battalion - Los Angeles)

## All in the Family



Craig Trice Jr. shakes hands with an officer who has known him since birth ... his father, LTC Craig Trice Sr. Craig Jr. after he enlisted in the Army Reserve. LTC Trice is the commander of the Mid-Atlantic Recruiting Battalion. (Photo by Lenny Gatto, Mid-Atlantic Battalion)



**COL Wanda Wilson, USAREC Chief of Staff, presents retired MG Ronald E. Brooks, Executive Director, Marketing Service Group, the American Legion, a memento during his visit to USAREC.**

## American Legion Partnership

*By Rose Marie Tinker, Soldier and Family Assistance Branch*

In May 2000, the Army Recruiting Command and the American Legion entered into a partnership. The partnership recognizes the patriotic contributions of American Legion posts and members across the United States. The American Legion's membership and standing in local communities can assist the Army recruiter in establishing contact with key "centers of influence" in each community.

While specific support varies from post-to-post, the following are a few programs suggested by the American Legion Partnership:

- Invite recruiters to special dinners at the post home, i.e., birthday dinner, installation of officers.
- Invite recruiters to be guest speakers at post meetings.
- Have a special recognition event for delayed entry soldiers entering the Army.
- Celebrate the Army birthday; invite recruiters to be guests of honor.
- Attend company training events to brief recruiters of American Legion benefits.
- Create welcome packets for new recruiters and their families. These should include discounts from local merchants, list of hospitals, doctors, daycare centers, etc.
- Conduct a tour of the local area. Introduce recruiters to the mayor, city council, police chief, teachers, principals, merchants, etc.

- Send care packages to troops while they are in basic training.
- Ensure the newspaper editor is aware of recruiting efforts and names of new recruits.
- Place stories about successes in the post newsletter and forward to department and national headquarters.

The partnership between USAREC and the American Legion provides USAREC an opportunity to "reconnect" with American communities across the United States.

While non-binding, the partnership renders form and structure to the assistance the American Legion is willing to provide recruiters.

## Army Merges PERSCOM and AR-PERSCOM into New Command

*Army News Service*

The Army announced that it will create a single command to perform the functions of the current U.S. Total Army Personnel Command in Alexandria, Va., and U.S. Army Reserve Personnel Command in St. Louis, Mo.

PERSCOM and AR-PERSCOM will retain their respective names and unit insignia until a date to be determined, Army officials said.

The new command will integrate the two existing organizations as a multi-component field operating agency under the Army G-1. The Army National Guard will integrate functions, where possible, and the Civilian Personnel Operations Center Management Agency will realign into this FOA at a later date, officials said.

The merger is a result of a recommendation from an Army-level Human Resources Integrated Process Team, or HRIPT, that convened last year. That task force made several recommendations affecting FOA-level operational support that have since been approved by Army Secretary Thomas White.

In February, the G-1 directed the establishment of a multi-component task force to oversee the implementation of the secretary's decision. The Human Resources Transition Task Force will "concentrate on process re-engineering to support mergers and re-alignment,"

said LTG John Le Moine, the deputy chief of staff, G-1.

The HRIPT recommendations are far-reaching, complex, and involve the active Army, Army Reserve, National Guard, civilians employees and contractors, Le Moine said.

"This will have long-lasting impacts on our Army's future and our support operations," Le Moine said of the merger. "This is not an easy task."

"The organizational realignment of PERSCOM and AR-PERSCOM is a historical milestone in Army Transformation," said LTG James Helmly, the chief of Army Reserve. "This integration will serve as the foundation for changing the manner in which we care for the Army's most valuable resource and foundation, its people."

"We are excited about the opportunities this realignment represents and will work energetically to fully realize the immense potential improvement this will bring," Helmly said.

"We see a tremendous opportunity to improve the quality of personnel support to our soldiers, families and civilian workforce as we transform the Human Resource functions of our Army," said LTC Roger Schultz, the director of the Army National Guard. "We believe we can team where appropriate and integrate some of the personnel systems of all Army components to improve customer service while at the same time protecting the state control of our Army National Guard as exercised by the governors and state adjutants general."

"Establishing a single command for civilian personnel operations will allow for more efficient and effective servicing of the Army's workforce," said David Snyder, the assistant G1 for Civilian Personnel Policy. "While we will face many challenges in making this change, the hard work ahead is the right thing to do for all Army civilian employees worldwide."

"This is an opportunity to demonstrate we are 'The Army' and a step closer to being on the objective when the Objective Force arrives," said MG Dorian T. Anderson, executive agent for the effort, during a discussion with the HR Transition Task Force.

The HRTTF will plan and execute

actions related to postal operations, personnel and civilian pay functions, and other human-resource functions.

Other human-resource realignments include: Realigning Civilian Personnel Advisory Centers and Civilian Personnel Operations Centers under CPOCM; and consolidating policy and operations from all Senior Executive Service personnel under the assistant secretary of the Army (Manpower & Reserve Affairs).

More information on the merger is available on the Web at <https://www.perscomonline.army.mil/hrc>.

## Army Well-Being Newsletter

*By Wayne Hall, Army News Service*

As part of the Army's Personnel Transformation Initiative, soldiers and family members will no longer be able to find copies of the "Army Families" quarterly newsletter, which has kept Army families informed of family-related issues for more than a decade.

Instead, a re-engineered publication - designed to serve all constituents of Army Well-Being (active-duty, National Guard, Army Reserve, civilian employees, retirees, veterans and families) - will be available starting this month, as the inaugural issue of the "Army Well-Being" newsletter will appear in its place.

"We're going to continue to build upon the success of 'Army Families,'" said David G. White, chief of the Army Family Liaison Office, the organization that produced both publications. "For the past 15 years soldiers and their families have come to rely on 'Army Families' as a source for valuable news and information pertinent to maintaining a high quality of life in the Army. In doing so, they have made 'Army Families' a very successful publication.

"We are seeking to build upon that success, and while 'Army Well-Being' is taking the place of 'Army Families,' it is not a replacement but an enhanced mechanism for providing valuable information to all members of our Army community," said White, whose office assists Army leadership with its constituent communities to ensure the effective delivery of Well-Being programs to the Army. "'Army Well-Being' will continue to provide the same family-specific information, which is also available at the

AFLO Web site, [www.aflo.org](http://www.aflo.org), however it will now also provide even more valuable information."

"Our Army is transforming - and it is happening at a pace you never would have believed possible just four years ago," said LTG John M. Le Moine, deputy chief of staff, G-1. "This transformation is much more than adopting new weapon systems, modernizing vehicles and improving equipment.

"The centerpiece of this transformation is focused on the heart and soul of our organization ... its people, and how we develop leaders, foster self-reliance, and meet their personal needs and aspirations," Le Moine said. "In short ... how we take care of our people."

Army Well-Being has quickly become the centerpiece of the Personnel Transformation process in the Army's transformation initiative.

"A critical pillar of our Personnel Transformation initiative is Well-Being. Well-Being transforms the human dimension of Army life for soldiers (active, Guard, and Reserve), retirees, veterans, civilians, and families," Le Moine said. "The Well-Being process provides significantly improved capabilities to enhance the overall well-being of the Army family - it is the right thing to do, and we are cutting through the bureaucracy to get it done!"

"We are excited about the pace of change and positive results we are already seeing," said Le Moine, who's Human Resources Policy Directorate oversees the Well-Being Program. "This transformed Army Well-Being newsletter is the logical result of these changes — a way to improve on the Family Liaison Office newsletter by expanding to cover all Well-Being programs and the entire Army family."

The newsletter will focus on the Well-Being areas of the Army ethos, pay and compensation, healthcare, housing and workplace environment, education, family programs, and cohesion, Le Moine said.

## VA Reduces SGLI Premiums for Military and Family Coverage

*By SFC Dong Sample, American Forces Press Service*

The Department of Veterans Affairs has

announced that premiums for the Service members Group Life Insurance will be reduced, handing military members a few extra dollars in their pockets each month.

Beginning in July, the cost for a \$250,000 policy — the maximum coverage — will drop from \$20 to \$16.25 monthly, a \$3.75 savings. The Department of Veterans Affairs reports that rates for Veterans Group Life Insurance will not change.

Tom Tower, DOD's assistant director for military compensation, welcomed the reduced premiums, adding that anytime you put "more money in the pockets of military members, it's always a good result."

Premiums will also be reduced for SGLI family coverage, with rates varying among age groups.

The largest saving will go to spouses between 35 and 39 years old, whose premiums will be nearly cut in half.

Service members currently pay \$13 for a \$100,000 family policy. That policy will cost \$7.50 beginning in July — a \$5.50 savings.

The reduced rates means a military family will save an average of \$100 a year. The VA estimates that service members collectively will save about \$96 million annually in premiums, and \$42 million in family coverage premiums each year.

Tower said the reduced premiums are a result of an ongoing process to keep costs down for military members.

"The VA regularly checks to see how much is paid out versus how much is collected in premiums, and whenever it seems like they have built up premium reserves, they like to reduce premiums to keep the cost to a minimum for the member," Tower said. "It's part of the objective of the program: to provide the lowest cost possible."

SGLI began in 1965 to meet the insurance needs of Vietnam-era service members. Before SGLI, the military provided \$10,000 policies to service members, and policies were available to active-duty military only.

Today the SGLI program provides coverage of \$250,000 to active duty service members and most reservists. Coverage of \$100,000 has also been provided for spouses of participating members with free coverage of \$10,000

for dependent children. Reduced levels of coverage may also be elected.

Information about the change in SGLI premiums can be found at [www.insurance.va.gov](http://www.insurance.va.gov), or call the Office of Servicemembers Group Life Insurance toll free at 1-800-419-1473.

## TRICARE Complying with Stricter Rules on Healthcare

By Rudi Williams, American Forces Press Service

TRICARE, like all other healthcare providers nationwide, is working under stricter rules when it comes to protecting patients' rights and the privacy of their health information.

And like its civilian counterparts, the TRICARE Management Activity implemented the privacy portion of the Health Insurance Portability and Accountability Act by the April 14 compliance deadline.

"Privacy of health information is extremely important to beneficiaries and the TRICARE activity," said Navy Cmdr. Sam Jenkins, TRICARE's HIPAA privacy officer. "The message we're trying to convey is that we're committed to the protection of the privacy of health information. We'll do everything we can to maintain its confidentiality and security."

The act, which Congress passed in 1996 and became Public Law 104-191, was designed to "combat waste, fraud and abuse, improve portability of health insurance coverage, and simplify administration of healthcare," according to a TRICARE brochure issued in January.

The measure affects health plans such as TRICARE, companies that perform electronic billing on behalf of military treatment facilities, physicians, dental clinics, pharmacies and business associates such as managed-care support contractors.

Laws that were already on the books, such as the Privacy Act, have always protected patients' medical information, Jenkins noted. "But what HIPAA does is inform individuals of what their rights are and TRICARE's responsibilities to protect health information, which hasn't been done in the past."

"The Notice of Privacy Practices

describes patients' rights under HIPAA clearly and has been provided to beneficiaries in plain language so they can easily understand these rights," Jenkins said. "The act also requires us to have a contact to help patients manage their health information and those rights."

Complying with the new rules meant assigning treatment facility HIPAA privacy officers to assist patients in managing their health information and training nearly 130,000 healthcare professionals and workers worldwide. Implementing HIPAA also includes incorporating policies and procedures at treatment facilities to protect information.

It also included identifying and training more than 500 military treatment facility privacy officers worldwide, developing marketing and training materials and mailing the Notice of Privacy Practices to TRICARE sponsor households.

TRICARE mailed more than five million notices to beneficiaries' homes between December 2002 and March 2003. The notices are also available at military treatment facilities.

"About 95 percent of the people who received the notice have understood it," Jenkins noted. But, he said, "we have received some further questions from people who don't understand why we've done that. We've screened and responded to those letters to help further explain the information." In addition, the privacy officers can "answer questions from beneficiaries."

Besides explaining the patients' rights under HIPAA and TRICARE's responsibilities, the notice tells beneficiaries how to file a complaint if they feel their health information has been inappropriately used.

Jenkins said patients have the right to read their medical records, have a copy made, request amendments or request restrictions of usages and disclosures of their health information.

"HIPAA makes us accountable to them for our management of their health information," he emphasized.

However, he pointed out that TRICARE and military treatment facilities are allowed to use health information for treatment, payment, and healthcare

operation activities.

"But there are other uses and disclosures of information that we must document," he said. "Patients can request an accounting of disclosures so they'll know exactly how their health information was used. This gives the individual control over their health information. We're obliged by the rule to do that for them."

Patients have the right to request an accounting of disclosures for up to six years, Jenkins noted.

"If the patient thinks there is erroneous information in his or her record, they may make a request to the treatment facility where the records are held for review of the information," Jenkins said.

But under some circumstances, information could be withheld from patients if healthcare professionals determine that releasing it would be harmful to them. For example, Jenkins said, "if some patients know they have a catastrophic disease, it may adversely affect how their body reacts to treatment." He said the same thing applies to other patients who may react adversely if they find out their treatment is going to take a year as opposed to a month.

"These are good medical practice guidelines that allow us to withhold information from a patient where knowledge of the course of treatment or prognosis might cause them to think adversely," Jenkins said.

Not only is the patient's privacy protected in treatment facilities, it's also protected in the patient's home. For instance, Jenkins said, a patient might not want to share information left on his or her home answering machine about a follow-up appointment notice. In such a case, the patient could request a confidential communication at an alternative location.

Jenkins said HIPAA privacy applies to individually identifiable health information—paper, electronic or oral communications. This includes information that identifies the patient and relates to his or her past, present or future health condition.

But he noted that TRICARE and military treatment facilities are required to give health information about any individual to the Department of Health

and Human Services for use in an investigation of a complaint.

"We're permitted to use and disclose health information for many reasons, such as to assist public health officials in doing disease surveillance in a community," he said. "We can also share military health information on active duty people to help commanders determine an active duty member's ability to perform a particular element of a mission, or to determine their fitness for duty."

"We can also use health information to inform appropriate authorities, law enforcement (officials) and others of victims of spousal or child abuse," Jenkins noted.

Patients who have complaints about their privacy being compromised should contact the military treatment facility privacy officers or the TRICARE privacy officer.

They can also go directly to the Department of Health and Human Services' Office of Civil Rights Web site and follow the complaint and inquiry process at <http://www.hhs.gov/ocr/hipaa/>.



## U.S. Army Major Sponsor of the H2 Custom Car Show

The U.S. Army is proud to be a major sponsor of this year's Custom Car Show Tour. With a newly customized H2 vehicle, the U.S. Army continues its outreach to the Hispanic community, particularly, Hispanic youth. This event showcases the technological aspects of the U.S. Army. It also provides a great opportunity for the U.S. Army to directly interact with the young Hispanic community.

Custom automobile shows and competitive venues have long been extremely popular in the Hispanic youth market. In recent years, this car culture has splintered into two different focal points: the traditional "Low Rider" and now the Custom "Euro-Car." The Custom Car Show Tour kicked off May 10 at the Arizona State Fairgrounds and continues through September. The highlights for

the U.S. Army during the tour include the H2 custom vehicle and interactive games.

## Nursing News

**The U.S. Army Graduate Program in Anesthesia Nursing, Fort Sam Houston, Texas, has been ranked No. 2 in the nation by U.S. News and World Report. This provides healthcare recruiters with an outstanding marketing tool.**

## Soldier Show Kicks Off

*By Victoria Palmer, CFSC Public Affairs (Army News Service)*

The U.S. Army Soldier Show kicked off its 103-performance world tour celebrating the service's "Legacy" at Fort Belvoir in May.

The troupe embarked on a six-month tour with shows at 57 locations in 21 states, the District of Columbia, Korea, and Guantanamo Bay, Cuba.

The fast-paced 90-minute musical medley features 17 soldiers performing a variety of music styles ranging from current pop hits to contemporary Latin. It also pays special tribute to Irving Berlin, the "founding father" of today's Army Entertainment program.

This year's show turns traditional song arrangements on their head.

"We're doing new arrangements of old music, and older arrangements of new music," said Victor Hurtado, the show's artistic director.

The cast and crew of varying ranks and from career fields from within the Army include active duty, National Guard and Reserve soldiers from 11 states, Japan, Korea and Germany.

The soldiers selected for this year's show — fewer in number because of Operation Iraqi Freedom deployments — understand how important their artistic contribution is during wartime.

Today, the U.S. Army is the largest producer of non-commercial live theater entertainment in the world. In one fiscal

year, October 2001 through September 2002, the Army staged 165 shows for a total 1,160 performances.

Admission is free for all performances. Seating is available on a first come basis and doors open one hour prior to performance time. Additional information can be obtained by calling Army Entertainment Division at (703) 806-4942, weekdays.

Corporate partners for the 2003 U.S. Army Soldier Show are First Command Financial Planning, formerly United Services Planning Association, Inc. and Independent Research Agency for Life Insurance, Inc. and the Army National Guard. (No federal endorsement is implied or intended.)

The U.S. Army Soldier Show, an Army Entertainment Division production, is one of more than 50 Morale, Welfare, and Recreation programs the Army provides soldiers and families worldwide to enrich their lives, allow personal growth and creative expression, foster self-reliance, enhance physical fitness, and promote well-being.

The tour schedule for the summer months follows:

### June

- 14,15 Fort Jackson, S.C.
- 21 Washington D.C./Army Birthday
- 26 Rock Island, Ill.
- 29 Fort McCoy, Wis.

### July

- 1,2 Fort Leavenworth, Ks.
- 5 Fort Riley, Ks.
- 8,9 Fort Carson, Colo.
- 13 Red River Army Depot, Texas
- 15,16 Redstone Arsenal, Ala.
- 18 Fort Campbell, Ky.
- 22,23 Fort Knox, Ky.
- 26,27 Fort Leonard Wood, Mo.
- 29 St. Louis, Mo.

### August

- 2,3 Fort Sill, Okla.
- 7-8 Fort Hood, Texas
- 10 Houston, Texas/USAAC
- 12 Fort Polk, La.
- 21 Fort Sam Houston, Texas
- 24,25 Fort Bliss, Texas
- 26 White Sands Missile Range, N.M.
- 28,29 Fort Huachuca, Ariz.

For more information, visit [www.armyentertainment.net](http://www.armyentertainment.net)

# Gold Badges

RSM APRIL 2003

## ALBANY

SFC Joseph Mitchell  
SSG Heejoon Chung

## ATLANTA

SFC Christopher Killingworth  
SSG Kirk Stokem

## GABRIEL SANCHEZ

## BALTIMORE

SFC Daniel Lindenfeld  
SSG Thad Copeland  
SSG Jeffrey Mumford  
SSG Joel Hogan  
SGT Adrien Henderson  
SGT Thorin Holley

## BECKLEY

SFC Michael Evans  
SFC Charles Smith  
SSG Christopher Smoak  
SSG Deborah Patterson  
SSG Alonso Fielder  
SSG Jerome Tolliver  
SSG Michael Pierce  
SSG Travis Palin  
SSG Linda Sue Mullins  
SSG Curtis Hopkins  
SSG Scott Geise

## CLEVELAND

SFC Robert Kincheloe  
SFC Gerald Felton  
SSG Jeffrey Collisi  
SSG Eduardo Ramos  
SSG Michael Grinage  
SGT Todd Fitzwater  
SGT Yamil Encarnacion  
SGT Arthur Marcussen

## COLUMBUS

SFC Bennie Gray

## CHICAGO

SSG Antoine Butler  
SGT James Johnson

## DENVER

SFC John Ames  
SFC Tammy Tate  
SSG Kathi Shine  
SSG Richard Short  
SSG Tarras Ray  
SSG Carmelo Rodriguez  
SSG Raymond Hunt  
SSG Timothy Weisenreder  
SSG James Monigold  
SSG Giavonna Gould  
SGT Elfonzo Reed

SGT Rozella Scott  
SGT Randall Smith

## DES MOINES

SFC Billy Blair  
SSG Michael Salak  
SGT Anthony Vanbroekhuizen

## GREAT LAKES

SSG Eric Kemp  
SGT Jamie Hollen

## HARRISBURG

SSG William Milam  
SSG Kevin Henderson  
SSG Shawn Seaman

## HOUSTON

SSG Jose Zamora  
SGT Douglas Havlir

## INDIANAPOLIS

SFC Jeffrey Fullerton  
SSG Eric Kneffler  
SSG Richard Asta

SSG Daniel Brown  
SGT Matthew Monroe

## JACKSON

SSG Glenn Mason  
SSG Johnny McNeil III  
SGT Colin Gilman

## JACKSONVILLE

SSG Timothy Caruana  
SSG Eric Thompson

## KANSAS CITY

SFC Dennis Bricker  
SSG Scott Sheridan  
SSG Gerald Folk

SSG Brandon Strakel

SSG Darin Lopez

SSG Todd McVey

## LOS ANGELES

SSG John Rozmarynowski

## MIAMI

SFC Luis Castro  
SSG Jacques Mondelus  
SSG Byron Delancy  
SSG Charles Glover  
SSG Daryl Bass  
SSG Ray Phillips  
SSG Malcom Davis  
SSG Efrain Vega  
SSG Freddy Moreno  
SGT Herber Vargas  
SGT Edward Hernandez  
SGT Dwhyte Lawrence  
SGT William Jacobs

SGT Juan Aviles  
SGT Abner Feliciano-Plaza  
SGT Vaughn Charles

## MID-ATLANTIC

SSG Hermengildo Rodriguez  
SSG Patrick Kelly  
SSG Joseph Harris  
SGT Joseph Fears  
SSG Byron Tahishanika

## MILWAUKEE

SFC Donald Ferguson  
SSG Robert Wertz  
SSG Richard Switzer  
SSG Robert Malandri  
SSG Kenneth Kuhns  
SGT Nicholas Riggle  
SGT Aaron Thomas

## MINNEAPOLIS

SFC Rhonda Anderson  
SGT Thomas Coon

SGT Ryan Utter

## MONTGOMERY

SSG Johnny Thompson  
SGT Ricky Jenkins

## NASHVILLE

SSG Sammy Green Jr.  
SSG Tony Johnson  
SGT Jeffery Maddox

## NEW ENGLAND

SSG David Schroeder  
SSG Steven Courchesne  
SGT Leanna Lynch

## NEW ORLEANS

SGT Terrence Dumas  
SGT Gilbert Valenzuela

## NEW YORK CITY

SFC Juma Hurd  
SFC Lindsay Agard  
SSG Danesh Kateli  
SSG Reginald Whitehurst  
SSG Kartan Harris  
SSG Johnny Santana  
SGT Timothy Broderick

## OKLAHOMA CITY

SSG Marcus McMinn  
SSG Robert Maine  
SSG William Redwine  
SSG Daniel Wheeler

## PHOENIX

SFC Paul Camacho  
SFC Richard Bailey  
SSG Morgan Campbell  
SSG Rigoberto Duran  
SSG Henry Renya  
SSG William Walter  
SSG Gregory Crutchfield  
SSG Eric Butler

SSG Erik Romero

SSG Paul Reed

SSG Thomas Johnson

SGT Emerson Austin

CPL Jason Kelly

## PITTSBURGH

SFC Jacobs Endres  
SFC Kimberly Schoerner  
SSG Paul Giaquinto

## PORTLAND

SFC Raymond Collett  
SSG Derrill Pendleton  
SSG Frank Strupith  
SSG Derwin Wilson  
SSG Robert Pope  
SSG Charles Neely II  
SGT Edwards Villacruzes  
SGT Paul Teatro  
SGT Robert Rose  
SGT Godfrey Mansapit

## RALEIGH

SGT David Patterson Jr.  
SGT Benny Hue  
SGT Chris Champion

## SACRAMENTO

SSG Jospeh Hall  
SSG Nicholas Gallardo  
SSG Douglas Moorehead  
SSG Shawn Smith  
SSG Michael Kirby  
SSG Jemahl Martinson  
SSG Christopher Aranyos  
SSG David Esparza Jr.

SGT Jeremiah Weaver  
SGT Edcel Dimaiwat

## SEATTLE

SGT Tony Angelo

## SOUTHERN

## CALIFORNIA

SSG Matthew Devault  
SGT Jeremy Ortiz

## ST. LOUIS

SSG Christopher Givens  
SSG Scott Kopperud  
SGT James Pearson  
CPL Chad Crego

## SYRACUSE

SFC Michael Stikkel  
SSG Frederick Smith  
SGT Kevin Palumbo  
SGT James Maikranz  
SGT Jason Eggleston

## TAMPA

SFC Eric Phillips  
SSG Terry Sheppard  
SGT Lavon Sheppard  
SGT Geraldine Charles  
SGT Gregory Dubin

# Recruiter Rings

RSM APRIL 2003

## ATLANTA

SSG Garde Reliford  
SSG Gregory Grant  
**BALTIMORE**  
SFC Jessie Sheriff  
SFC Thomas Wolfe  
SFC Brenda Gregory  
SFC John Blakeney  
SFC Jonathan Dufriend  
SSG Steven Barnaby  
SSG Cory Sharrock  
SSG Vince Blackmon  
SSG Todd Reeder  
SGT Quincy Martin

## BECKLEY

SFC Donald Laurence  
SSG Brent Phillips  
**CLEVELAND**  
SFC Jason Sutherland  
SFC Eric Hunter  
SFC Donald Stewart Jr.  
SFC Tracy Brown  
SFC Curtis Benton

## COLUMBUS

SSG David Lee Jr  
**DALLAS**  
SFC Mario Ordonez  
SFC Terry Haynes  
SFC Anthony Catrucco  
SFC Beth Reece  
SFC Jorge Villalobos  
SSG Jeffrey Wolff  
SSG Clifford Doss  
SSG Blas Loya  
SSG Stephen McCourt  
SSG Corey Mason  
SSG Eugene Bush  
SSG William Bowers  
SGT Billy Miller  
SGT Raymond Martinez  
**DENVER**  
SFC Christopher Jensen  
SFC Thomas Dixon  
SFC Eugene Tschida  
SFC James Doster  
**GREAT LAKES**  
SSG Anthony Brothers

## LOS ANGELES

SGT Steven Anderson  
**KANSAS CITY**  
SFC Geronimo Rivera  
SFC Alvin Beal  
SSG Sam Snow  
SSG Scott Vanhoozer  
SSG Russell White  
SSG Curtis Reeds  
SSG Duncan Massingham  
SSG Kevin Kahler  
SSG James Szecsi  
SSG Kevin Bryan  
SSG Terry Bacon  
**MIAMI**  
SFC Virgilio Carter  
SFC Scott Kelly  
SFC Edgardo Legrand  
SFC Terry Rice  
SSG Joseph Oakes  
SSG Elke Arrufat  
SSG Jose Rivera  
SSG Jose Colon-Galindo  
SSG Edward Taborn  
SSG Michael Ross  
SSG Abel Plasencio  
SSG William Butler  
SSG Charles Charlestin

## NASHVILLE

SSG Lawrence Cole  
SSG Mitchell Turton  
SSG Paul England

## NEW ENGLAND

SFC Edward Walsh

## PHOENIX

SFC Michael Pridgeon  
SFC George Ybarra Jr.  
SSG Chavez Gadson  
SSG Kenroy Taylor  
SSG Anthony Cappucci  
SSG Patrick Justice  
SSG James Butler

## SEATTLE

SSG Anthony Branham  
**TAMPA**

SSG Ivory Hewett  
SSG Michael Scribner  
SSG Deric Godfrey  
SGT Joseph Addison  
SGT William Harting



# Morrell Awards

RSM APRIL 2003

## ALBANY

SFC William Harvey

## AMEDD 1ST

MSG Wylette Tillman-Provo

## ATLANTA

SFC Kelly French

SFC Richard Walker

## BALTIMORE

SFC Andrea Feliciano

SFC Carla Freeman

SFC James Paul

SFC Robert Gomes

SFC Vernon Sams

## BECKLEY

SFC James White Jr.

## DALLAS

SFC Ralph Gonzales

SFC Dexter Ferdinand

SFC Trent Riley

SFC William Carter

SFC Roderick Buycks

SFC Donald Lamerth

SFC Rene Colacho

SSG Manuel Gonzalez

## DES MOINES

MSG Lynn Wade  
SFC Jeffrey Long  
SFC Keith Schofer  
SSG Richard Neese  
**GREAT LAKES**  
SFC Daniel Hoffman  
**HOUSTON**  
SFC Perry Baumann  
**JACKSON**  
SFC John LeBlanc  
**JACKSONVILLE**  
SSG Sean Baker  
**INDIANAPOLIS**  
1SG Stanley Watt  
SFC James Davison  
SFC Anthony Courtney  
**LOS ANGELES**  
SSG Frederick Quichochio

## MIAMI

1SG Montgomery Dunbar  
SFC Jose Matostorres  
SFC Renardo Bastian  
SFC Roselyn Lachica

SFC Mernie Williams  
SSG Heriberto Marrero

## MILWAUKEE

SSG Charles Buchanan

## NASHVILLE

SFC Michael Duarte

## NEW ENGLAND

SFC Robert Wyatt

SFC James McGrath

SSG Chad Kozdra

SSG Paul Spencer Jr.

## PHOENIX

SFC Darlene Carpino

SFC Steven Bafford

## OKLAHOMA CITY

SFC Shawn Summers

SFC John Dixon

SFC Gerald Phillips

## RALEIGH

SFC Michael Williams

SFC Todd Tourville

## SALT LAKE CITY

SFC Mark West

SFC David Blake

SFC Kevin Amos

SFC Robert Cagle

SSG Aaron Young

SSG Eric Jackson

## SAN ANTONIO

SFC William Medina

## SEATTLE

SFC Roy Kuhn

SFC Kevin Hill

SFC Keith McGee

SFC Kevin Heermann

SFC James Curnutt

SFC Randall Smith

SFC Heidi Gallagher

SFC Robert Blackstone

## SOUTHERN CALIFORNIA

SFC David Ward

SSG Christopher Rybik

## TAMPA

SFC Gary Stiteler

SFC Joseph Babel

**1. Which of the following is not true about this statement?**

Within USAREC, the DOD Student Testing Program is designed to:

- a. Provide the field recruiter with a source of leads of high school seniors qualified through ASVAB.
- b. Provide high school students with a tool for vocational career exploration.
- c. Provide the field recruiter with a source of leads to be excluded from follow-up.
- d. Provide the field recruiter with a source of leads of high school juniors qualified through ASVAB.

**2. Poaching is not considered serious misconduct so it is not necessary to report it to your chain of command.**

- a. True
- b. False

**3. Which of the following is considered a prohibited activity?**

- a. Conducting lead generation activity outside your assigned recruiting station boundary when directed to do so by the commander.
- b. Prospecting on a college campus outside your individual area of operation that is within the recruiting station territory.
- c. Prospecting and recruiting activities by recruiters outside their assigned recruiting station boundaries.
- d. All of the above.

**4. A USAREC Form 660 can be used to replace a USAREC Form 1117.**

- a. True
- b. False

**5. Which one of the following is not one of the five sales skills?**

- a. Establishing rapport
- b. Determining needs and interest
- c. Closing and handling objections
- d. Follow-up

**6. Which of the following is not part of your pre-call plan?**

- a. Develop a list of prospects
- b. Prepare an opening statement
- c. Be positive
- d. Prepare your close to get the appointment

**7. The Army Non-commissioned Officer Guide is:**

- a. AR 7-22.7
- b. AR 6-22
- c. FM 7-22.7
- d. FM 6-22

**8. Successful completion of WOFT leads to an appointment**

as a warrant officer and incurs a \_\_\_\_\_ month obligation from the date of graduation.

- a. 36
- b. 48
- c. 60
- d. 72

**9. Recruiting station commanders are required by regulation to perform a quality control check on all waiver requests.**

- a. True
- b. False

**10. An ARISS SASVAB lead with a priority code of "2" must be contacted within:**

- a. 72 hours
- b. 48 hours
- c. Five working days
- d. During normal processing times

**11. When giving first aid for burns, you must use a dry field dressing for a burn caused by white phosphorus.**

- a. True
- b. False

**12. Which is not an example of a "Red" coding for DEP and DTP color coding?**

- a. Failing classes
- b. Slight gain in weight
- c. Severe medical condition
- d. Pregnancy

**13. To react to an ambush when the road is not blocked, you must:**

- a. Move out of the kill zone if your vehicle is caught in the kill zone.
- b. Move until directed to halt if your vehicle is beyond the kill zone.
- c. Dismount and take a defensive position if your vehicle is not yet in the kill zone.
- d. All of the above.

**14. The third step in troop leading procedures is:**

- a. Make a tentative plan
- b. Issue a warning order
- c. Start necessary movement
- d. Reconnoiter

**15. Commanders should set aside time for Sergeant's Time Training to train on anything other than METL related tasks.**

- a. True
- b. False

The answers to this month's test can be found on the inside back cover.

# Mission Box

## The Achievements of One that Contribute to the Success of the Team



Brigade



Brigade



Brigade



Brigade



Brigade

## RSM April 2003

### Top Regular Army Recruiter

SSG William Coulter  
Harrisburg  
SSG Jose Weeks  
New York City  
SGT Parker Simonds Jr.  
New England

SSG Thomas Kaszas  
Columbia

SSG Kenneth Fauska  
Indianapolis

SSG Brian Curtis  
Dallas

SFC Timothy Hopkins  
Phoenix  
SSG Jarinda Nettles  
Portland

### Top Army Reserve Recruiter

SFC Donald Wilson  
Pittsburgh

SFC Avelino Brooks  
Raleigh

SSG Donald Wagman  
Chicago

SFC Kevin Cooke  
St. Louis  
SGT Richard Herman  
Dallas

SFC Alexander Tovar  
Phoenix

### Top Limited-Production Station

Chesapeake  
Baltimore  
SFC Harold Bailey

Deluth  
Atlanta  
SFC Steven Howard  
Brandon  
Tampa  
SFC Rodney Weibley

Toledo West  
Cleveland  
SFC Henry Anderson

Spring  
Houston  
SFC Robert McNeil

Albany  
Portland  
SFC Charles Brady

### Top On-Production Station

Plymouth  
New England  
SSG Mark Ashley

Shelby  
Columbia  
SSG Dondra Cue

Ironton  
Columbus  
SSG Thomas Dillingham

Clinton  
Oklahoma City  
SFC Brian Jensen

Metro Center  
Phoenix  
SFC Steven Bafford

### Top Company

Northshore  
New England

Tampa  
Tampa

Toledo  
Cleveland

Lewisville  
Dallas

Tempe  
Phoenix

New England

Nashville

Milwaukee

St. Louis

Portland (Mar & Apr)

### Top Battalion

Southeast

Georgia/Alabama

Indianapolis

New Orleans

North West

### Answers to the Test

1. c. USAREC Regulation 601-59, chap 1, para b(1) and (2)
2. b. USAREC Regulation 600-22, chap 7, para a
3. c. USAREC Regulation 600-22, chap 4, para (b), (f) and (h)
4. b. USAREC Regulation 350-7, Appendix O, O-2a
5. d. USAREC Pam 350-7, Figure 1-1
6. c. USAREC Pam 350-7, 6-5a
7. c. FM 7-22.7
8. d. USAREC Regulation 601-91, para 1-4g
9. a. USAREC Regulation 350-7, para 6-6
10. c. USAREC Regulation 350-6, para 3-5c and Table 3-2
11. b. STP 21-1, SMCT, Task 081-831-1007
12. b. USAREC Regulation 601-95, Table 1-1
13. d. STP 21-1, SMCT, Task 551-721-1408
14. a. FM 7-22.7, C-18
15. b. FM 7-22.7, A-2



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# FLAG DAY

## June 14, 2003